Ministry of Foreign Affairs – Department for Migration, Stabilisation and Fragility (MNS)

Meeting in the Council for Development Policy on 23.11.2023
Agenda Item No. 3

1. Overall purpose: *For discussion and recommendation to the Minister*

2. Title: Organisation Strategy for AmplifyChange 2024-2028

3. Amount: DKK 400 million 2024-2028

4. Presentation for Programme   10.10.2023
Committee:

5. Previous Danish support   28.10.2020
presented to UPR:

Danish Organisation Strategy 2024-2028 for AmplifyChange (AC)

Introduction:

Core support to AmplifyChange for the implementation of their Strategy: Strengthening movements for sexual and reproductive health and rights. The strategy has four delivery streams: 1) Direct grants to civil society, 2) Organisation strengthening of civil society, 3) Knowledge for advocacy, and 4) Governance, management, administration. Direct grants to civil society will be provided on a 'call for proposal' basis.

Key results:

- AmplifyChange grantees' projects contribute to address the most neglected and challenging SRHR issues - gender-based violence (including FGM/C and child marriage), abortion, stigma and discrimination, youth (including CSE) and access to SRHR services
- AmplifyChange grantee partners are strong, sustainable organisations with strengthened networks and funding
- Enhanced profile and reputation of CSOs in developing countries through sharing their knowledge and expertise to influence the wider government or global SRHR, health and development community

Justification for support:

- AC 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 AC 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 AC. It will contribute to Denmark's commitment to strengthen civil society in developing countries.
- AC is able to reach local organisations including youth-, women- and disability-led organisations. They work in neglected SRHR areas and in fragile and remote settings, and seek to secure access to SRH services for the most marginalised and vulnerable groups.

How we will ensure results and monitor progress:

- Engaging strategically and actively with AC to ensure good governance, including on the governing bodies, via bilateral dialogues, and at country level where relevant.
- Monitoring of progress within prioritised areas.

Risk and challenges:

- There is a high risk of fraud or misuse of funds because funding is distributed to small local organisations. AmplifyChange has strong risk mitigation processes in place and a high focus on due diligence.
- Political instability or inability to work on neglected SRHR topics in countries where grants are implemented are risk factors to AmplifyChange achieving its overall results. Ensuring that national governments and donors remain committed to progress on advancing SRHR and AmplifyChanges vision and mandate will remain a critical component in AmplifyChanges work.

File No.	2023-28069					
Responsible Unit	MNS					
Mill. DKK	2024	2025	2026	2027	2028	total
Commitment	80	80	80	80	80	400
Projected Disb.	80	80	80	80	80	400
Duration of strategy	2024-2028					
Finance Act code.	06.36.03.11					
Desk officer	Marie My Warborg Larsen					
Financial officer	Antonio Ugaz-Simonsen					

SDGs relevant for Programme

Budget

Budget for strategy period 2021-2025	GBP	DKK
Delivery Stream 1: Direct Grants	65,950,991	572,593,099
Delivery Stream 2: Organisational Strengthening	721,656	6,265,490
Delivery Stream 3: Knowledge for Advocacy	1,021,991	8,873,028
Delivery Stream 4: Governance management & administration.	3,673,428	31,893,069
Total:	**71,368,066**	**619,624,686**

Danish involvement in governance structure

- Denmark is member of the Donor group and the Fiduciary Risk & Safeguarding.

Strat. objectives	Priority results	Core information
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.	1. Inclusive and diverse social movement 2. Organisational capacity building of grantees 3. Financial sustainability of AC	**Established**: 2014 **Headquarters**: Bath, England **Human resources:** 32 **Governance structures:** Board of Directors, Grantee Reference Group, Donor Group, and Fiduciary Risk & Safeguarding. **Reach:** 1098 approved grants in 69 countries

ORGANISATION STRATEGY

STRATEGY

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1. Objective

This strategy lays the foundation for the cooperation between Denmark and AmplifyChange (AC) and forms the basis for the Danish contributions to AC. It describes Danish priorities for AC's performance within the overall framework established by AC's own strategy, and is the central platform for Denmark's dialogue and partnership with AC. In addition, it outlines specific goals and results vis-à-vis AC's own strategy that Denmark will pursue in its cooperation with the organisation.

The world is witnessing a massive global pushback against the rights of women and girls and gender equality. The developing countries experiences high levels of unmet need for quality sexual and reproductive health services. In many of these countries inequality is high and access to quality services is only possible for a minority of citizens, including people living with disabilities, youth, ethnic or religious minorities.

AC is a key partner in Denmark's efforts to contribute to achieve gender equality and better sexual and reproductive health (SRHR) for all. AC is committed to strengthen civil society in developing countries working to promote SRHR for all. The support and strengthening of local CSOs are in line with the core principles for development cooperation set out in the Danish strategy for development cooperation "The World We Share" as well as the principle of Doing Development Differently. In line with the "How-to note on Social Sectors and Social Safety Nets" the partnership will contribute to the institutional capacity building of local and national partners and seek to secure access to SRH services for the most marginalised and vulnerable groups. This includes providing funding in places where the needs are greatest, including 'hard to reach' areas (thematic as well as geographic), build and strengthen locally based civil society actors, and ensure meaningful participation of young people. The partnership with AC also supports the localisation agenda by ensuring local ownership and sustainability through partnerships with local actors. As set out in the "How-to note on Danish support for civil society" support to and through civil society favours effective and locally based solutions to development problems, while underpinning the Danish focus on democracy and human rights.

Civil society can play a key role in ensuring that SRHR are represented in health insurance schemes, public health care commissioning and government budgets. Civil society delivers local solutions to local problems, and can often address sensitive issues within the wider human rights agenda and push for a positive and transformative development. In addition, the local organisations have access to communities and are often anchored in the local population. This makes it easier for interventions to reach the poorest and most marginalised persons and to be effective and relevant to the target groups. Civil society can help by advocating for SRHR in government budgets and public health care. Despite this, funding to local civil society organisations is limited and in many countries CSOs experience shrinking civic space[1].

Denmark has placed SRHR centrally in its Strategy for Development Cooperation. The partnership with AC will further strengthen Denmark's position as a strong and leading global advocate for SRHR and

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[1] OHCHR report EastAfricaReport.pdf (ohchr.org)

will contribute to Denmark's commitment to strengthen civil society in developing countries. Denmark will use its seat in the governing bodies to influence decisions in line with overall Danish development objectives and those specific to gender equality and SRHR.

Denmark has supported AC since 2014, when it was launched. This is the first time the Danish support will be based on an Organisation strategy. This decision is a result of the successful development of the organisation both in terms of impact and internal management setup, which are also reflected in the MFA inception review. This decision was made by the office of Evaluation, Learning, and Quality in June 2023 based on the following factors:
- The organisation's commitments are 100% DAC'able.
- The proposed financial contribution is a core contribution without earmarking,
- The MFA either sits on the board or equivalent governing body and has direct influence on important decisions regarding the collaboration, monitoring regarding progress according to a performance framework and risks and potential challenges.

2. The organisation

Background: The AC fund was launched in 2014 by Denmark, The Netherlands, the Packard, and Hewlett foundations to establish an innovative way to support local led organisations to foster change in their communities. The fund was established as a response to the challenge faced by small and medium sized civil society organisations (CSO) in Sub-Saharan Africa and Southeast Asia: to access funds from traditional donors. In its first phase (2014-2021) AC was hosted and operated by the UK based consultancy company Mannion Daniels Ltd. (MD) with the African Women's Development Fund (situated in Accra, Ghana) and the Global Fund for Women (situated in San Francisco, USA) as sub-contractors.

Vision, mission and principles: AC operates with the overarching vision to achieve "*Full attainment of SRHR for all*". The mission is "*to be a global leader in supporting grassroots organisations and building stronger, more inclusive movements for SRHR for all, especially in challenging contexts.*"

AC's five focus areas

- Gender-based violence, including female genital mutilate on/cutting, domestic and sexual violence
- Access to safe and legal abortion
- 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.

The organisation's work is guided by its 2021-2025 Strategy, which focuses on 1) building a stronger, more inclusive movements for SRHR, 2) increasing individual awareness of SRHR as a human right, 3) increasing access to SRHR resources, information, and services, 4) transforming social norms, and 5) changing policies and laws. The outcomes are achieved through the three delivery streams:

1) Grants for civil society
2) Organisational strengthening
3) Knowledge for advocacy.

AC's work is mostly in countries in Africa and South Asia where the context for SRHR access is most challenging. 97% of AC grants are implemented in countries where civic space is rated as Closed, Repressed, or Obstructed by CIVICUS monitor (as of August 2022). AC has identified 25 countries that are most off-track in terms of their priorities and do not want these countries to be overlooked and are referred to by AC as 'not to be missed countries' (NTBMC). The NTBMC index includes refugees and internally displace populations as one of the indicators and AC aims that at least 50% of funded projects will be in NTBMC. This target is built into their organisational results framework, and it is being continuously monitored and considered at decision-making stages.

The AC model of supporting local grassroots organisations enables AC to reach displaced people and those living in conflict though support to grantees already based in the affected communities with the most appropriate programme of activities. Below are examples of how AC grantees are reaching affected communities:

- In **Malawi** Kwathu Women Initiative will improve access and use of SRHR services and information to young refugees and asylum seeker female sex workers in Dzaleka Refugees Camp in Dowa district.
- Recent grants in **Afghanistan**
  - Rahnaward Social and Civil Association in Afghanistan are working to reduce Violence Against Women in the central provinces of Ghor, Bamyan and Daikundi.
  - The Afghanistan Capacity Development & Educational Organization are seeking to reduce Gender-Based Violence under Taliban Rule by understanding the root causes and working towards developing relevant evidence-based policies for practitioners.
  - Afghanistan Relief & Sustainable Development Organization will strengthen community resilience and empower vulnerable groups especially women, girls and boys to address the pressing needs of GBV, Mental Health and SRHR of women and girls in four villages of Kabul Province.
- In South Sudan grantees are working at a grassroots level to support people who have been affected by conflict
  - Action for Health Initiative are creating access to comprehensive sexuality education for 3 main camps of internally displaced persons in South Sudan
  - South Sudan Community Change Agency are creating an enabling environment for increased access to SRHR for young people in South Sudan.
  - Jamnel Care Organization are promoting a safe, responsive sexual reproductive health rights environment for girls and women in Juba, South Sudan.
- In the Tigray region of **Ethiopia**, AC has connected a new grantee with an organisation who has previously received funds from AmplifyChange in DRC working with survivors of violence.
- In the **Occupied Palestinian Territories** AC is working with a grantee which has been implementing a network grant since October 2022 to see how the work can continue in the current situation and what the best approach is, this may mean looking at re-designing elements of their project.

AC currently has projects in 49 countries as illustrated in the map below and in annex 2.

All implementation countries of approved AmplifyChange grants since 2014
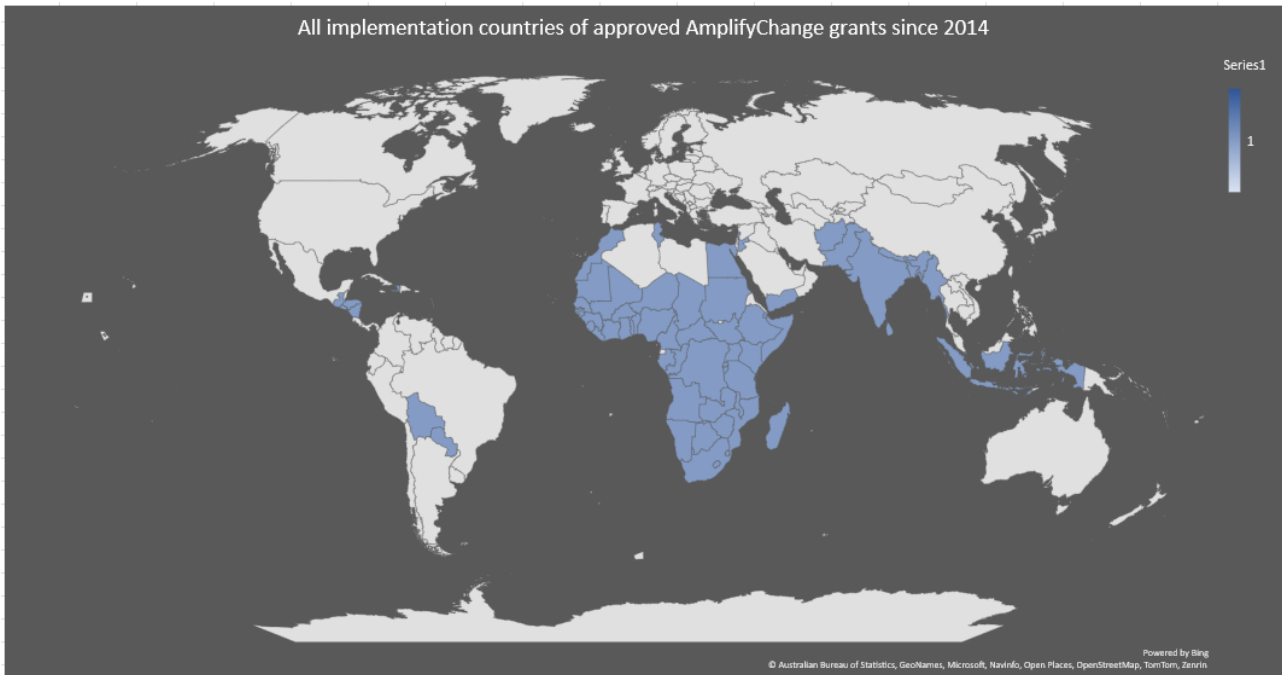
AC is committed to supporting advocacy in the most challenging of contexts including those affected by climate change, health crises and conflict. For example, AC has funded 71 grants worth over GBP 9.8 million (DKK 85 mio.) to organisations working across all their themes and supporting stronger movements in the Francophone West African region since 2014. This area has some of the highest levels of need within SRHR in the world exacerbated by destabilising events over the past few years. Civil society groups in these countries receive particular attention in AC's outreach, during proposal development and grant management stages.

AC's operational model: AC's purpose is to support organisations in advocating for solutions in their communities and at national level. Since its inception AC has, over an 8-9 year 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. AC uses a 'call for proposals' model in combination with activities for strengthening grantees' organisational capacity. Since the fund was established, about 1200 grants have been approved to a range of organisations and movements, each working on a key aspect of SRHR.

To respond to the needs of partners, AC has developed four different types of grants, all of which can include up to 40% of grant funding for organisational strengthening:

Opportunity	£10,000-£150,000 **Duration 1-3 years** £10,000-£50,000 per year	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.
Strengthening	£100,000-£750,000 **Duration 2-5 years** £50,000-£150,000 per year	To support more established medium-sized groups, seeking to advocate for SRHR beyond their local communities and in bringing about specific change.
Network	£300,000-£1,375,000 **Duration 2-5 years** £150,000-£275,000 per year	To support established groups working within or across countries. Supports networks and coalitions, and scale-up of effective advocacy approaches.
Partnership	£200,000-£2,500,000 **Duration 2-5 years** £100,000-£500,000 per year	To support established groups working to build and strengthen civil society movements. This will encompass the facility to on-grant to smaller local groups and foster their capacity.

In conjunction with the Board and donors, AC has reduced the duration and funding level ceilings in this table in order to provide more grants at a time, when funding across the sector has been negatively affected by other donor priorities.

AC has shown itself to be flexible and adjust to rapid changes with support from their donor group. Many grantee partners have had to manage their AC grants in the face of the health and economic consequences of COVID-19, cholera outbreaks, inflation, armed conflict, displacement, and other forms of insecurity. AC has continued to support partners responding to locally identified needs. Working with local groups and networks enables them to provide support in these fragile settings because the groups are already present on ground.

Selection of grantees are made systematically and every step is documented in their grant management system Fluxx. AC makes information widely available and publish key performance data, as part of the process of being held to account. AC has a well-established methodology in place for the completion of due diligence and financial management assessment up to the point of contracting a grantee. AC's newly established Grantee Reference Group (GRG) contributes to the fund's accountability towards grantee partners and the wider SRHR community. The GRG will deepen and embed ways to achieve stronger mutual accountability and transparency, and further democratise power in decision making

Grant Monitoring: AC grants are managed using an online grant-management system, Fluxx, which has the ability to process large volumes of applicant data securely and in line with GDPR. This allows them to consolidate data flexibly to evaluate the performance of the grant-portfolio.

For each grant, AC identifies a set of grant monitoring benchmarks to address grant and organisational issues as well as monitor success. These grant-level results are monitored through various means of verification, including reporting, regular meetings and grant monitoring visits. They refine the approach and respond to major challenges by constantly listening to their grantees as well as consulting with the Grantee Reference Group, which is made up of representatives from across their portfolio.

Through grantee-led learning, monitoring and evaluation webinars and AC's "How To Guides", grantee partners have been able to share, how they address and measure progress against some of the most challenging indicators. This work is supported by Strategic Advisors, based in Burkina Faso, Cameroon, India, Pakistan, Nigeria, Ugandan and Zimbabwe, who play a key role in managing, supporting, learning lessons, and gathering stories of impact from grantees.

AC has developed a set of indicators that grantee partners can select from and develop their *grant-specific milestones* against in dialogue with their grants managers. Grantee partners can also define their own indicators to ensure that the grant indicators are the most relevant to the grant needs and context. AC monitor grant-level results through various means of verification. Grantee partners submit regular (6 monthly) reports on progress against their selected indicators and milestones. In addition, AC has created a Key changes grant report that provides space for grantee partners to provide more in-depth and qualitative information on achieved significant changes the AC grants have contributed to. Grantee partners are asked to submit relevant and corresponding evidence to support all reported results, which are reviewed by the grants managers. All reported results, corresponding evidence and reviews are built in and available in AC's online grants management system. Furthermore, AC talk on a regular basis to grantee partners and conduct grant monitoring visits where they see evidence of achievement.

Institutional and management arrangements: The governance structure of AC is laid out in its Articles of Association. 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), appointing the external auditors, and appointing 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 AC. The Board appoints the Chief Executive Officer (CEO).

The audit methodology used by AC's auditors is a risk-based approach that focusses on the key areas of AC financial statements that have the greatest potential of material misstatement. In 2022 these key areas of focus were donor compliance, grant-making, income recognition and grant expenditure. Analytical reviews are carried out along with detailed testing of sample of accounting records and supporting documentation. The scope of the audit includes compliance with FRS102 and other applicable UK accounting standards, HMRC, the Companies Act 2006, and Charity Commission requirements as AC is in the process of registering as a UK charity.

AC manages its resources as a pooled fund and pursues a joint dialogue with its funders on budgets, work plans, and results. A consultative forum "Donor Group" has been established as the framework for the joint dialogue. The Chair of the Board leads the dialogue with the donors. AC submits verbal reports on a six-monthly basis via the Donor Group and an annual narrative and audited financial report.

The Donor Group updated the AC Donor compact in June 2023. The compact provides a collaborative and coherent framework for donors to coordinate their contributions to AmplifyChange and also outlines donor oversight and engagement:

- Donors meet twice per year virtually with AmplifyChange's Board and CEO to review progress towards the goals of the Fund and organisation.
- Donors work with AmplifyChange and its Board to promote the Fund, for example by at international forums and policy dialogue

As one of the founding members of AC, 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: Donor Group and in the Fiduciary Risk Committee.

In 2021 AC established the Grantee Reference Group (GRG). The GRG comprised of grantee representatives; it has an advisory role to the AC management covering planning, implementation, and monitoring across grant making, organisation strengthening and knowledge for advocacy. The GRG meet regularly and helps to ensure that AC continues to be relevant to their partners and collect learnings across projects and grantees.

Budget and financial resources: AC used 2020-2022 to ensure a smooth transition from MannionDaniels Ltd to become an independent NGO, with special attention on establishment of the teams and systems needed to maintain a lean organisation. In 2023-2024 AC's focus is on securing funding. It is expected that AC continues to enjoy support from a wide group of donors, including private foundations and private companies, as has been the case so far. The fundraising target for AC is GBP 75 mio. (DKK 650 mio.) from 2021-2025 and to date they have contracted GBP 63.3 mio. (DKK 550 mio.). Currently, AC is in dialogue with different donors to secure funding for the coming years. AC continues to be unique in its scope of SRHR topics covered, diversity of populations supported and geographic reach as well as its expectation of providing 85% of funding to grantee partners. AC will continue to mobilise funding as core funding; it is a guiding principle that AC would not accept support from donors seeking explicitly to exclude their contributions from supporting the wider SRHR agenda.

Detailed budget for strategy period 2021-2025 (DKK)

	2021	2022	2023	2024	2025	DKK
Output 1: Direct Grants	20,884,276	52,472,863	88,799,046	164,622,313	190,487,824	517,266,323
Output 2: Grant Management	7,123,448	636,494	1,371,391	1,506,891	1,267,025	48,639,520
Output 3: Design of funding parameters	1,199,724	108,603	164,081	175,312	184,055	6,687,256
Delivery stream 1 : Grants for Civil Society	**29,207,449**	**58,941,871**	**102,130,167**	**179,227,372**	**203,086,240**	**572,593,099**
Output 1: Design and Implementation of Organisational Strengthening Plan	851,242	625,746	1,100,327	713,831	633,251	3,924,396
Ouput 2: Organisational Strengthening Plan – Grantee Activities	81,033	217,053	379,299	713,831	949,877	2,341,092
Delivery stream 2 : Organisational Strengthening of Civil Society	**932,275**	**842,798**	**1,479,626**	**1,427,661**	**1,583,128**	**6,265,487**
Output 1: Design and Implementation of Knowledge for Advocacy Plan	494,846	417,164	733,551	811,775	852,257	3,309,593
Output 2: Production of Digital Learning Products	1,226,601	399,713	794,914	342,213	388,626	3,152,068
Output 3: Grantee Participation in SRHR Learning Events	115,761	217,053	1,253,144	267,923	557,491	2,411,371
Delivery stream 3 : Knowledge for Advocacy	**1,837,209**	**1,033,929**	**2,781,609**	**1,421,911**	**1,798,374**	**8,873,032**
Output 1: Governance	757,513	742,320	677,204	638,134	670,041	3,485,212
Output 2: Fundraising	180,018	248,410	253,290	273,782	287,471	1,242,972
Output 3: Organisational Administration	6,949,652	5,276,319	5,522,635	4,597,671	4,818,606	27,164,883
Delivery stream 4 : Governance, management, administration	**7,887,183**	**6,267,048**	**6,453,129**	**5,509,588**	**5,776,118**	**31,893,067**
Total	**39,864,115**	**67,085,646**	**112,844,531**	**187,586,532**	**212,243,861**	**619,624,686**

Notes:

Delivery Stream 3: Knowledge for Advocacy Output 3 in 2023 includes Women Deliver 2023 costs

Delivery Stream 2: Organisational Strengthening of Civil Society in 2023 and 2024 sees grantees leading online training courses to fellow grantees

During the period 2014 – 2019 Denmark has been the single largest donor to AC, having provided more than 50% of the total funding over the period. The shared ambition by Denmark and AC is that the Danish proportion of the total funding over time, will get below 50% in order to reduce AC's dependency on a single donor. Current donors are Yield Giving, the philanthropic organisation established by Mackenzie Scott (13%), an anonymous philanthropic foundation (10%) Sida (9%), Norad (9%), Vitol Foundation (1%) and Packard Foundation (1%). AC is currently in dialogue with a range of potential public and private donors including previous AC donors. Denmark will continue to follow this development closely.

3. Lessons learnt, key strategic challenges and opportunities

According to the 2019 Danish review, AC is highly pertinent as a funding channel for promoting civil society advocacy on SRHR in developing countries. The review suggests that Denmark should remain engaged to ensure the long-term sustainability of AC by supporting efforts to become a permanent non-profit organisation with a governing board responsible for policy and strategic planning.

In response to the lessons learned from the first phase 2014-2019, AC 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 in February 2020. As AC is currently registered as a non-profit organisation, it has been difficult to keep a reserve for unforeseen situations due to tax reasons. Currently AC is in the process of registering the organisation as a charity with the charity commission in England. Denmark will follow this process closely and encourage AC to establish a reserve for unforeseen costs as soon as this is possible.

In AC's 2022 Impact Analysis, the results of the first seven years (2014-2021) are highlighted. There have been 55 funding rounds and 1098 approved grants in 69 countries. Through the support of AC, grantees have contributed to 30 significant policy and law changes in 24 different countries. AC and grantees work on the most contested issues of SRHR and in the hardest to reach areas. As an example of this, a network of CSO's succeeded in getting a budget line for SRHR in three municipalities in Niger. In Rwanda a disability organisation has created significant changes in the Rwanda national family planning training manual to ensure it is inclusive of persons with disability. AC's Partnership and Network grants work broadly across civil society platforms to either announce their grant making mechanisms in the case of the Partnership grants or to form networks or alliances for project implementation in the case of the Network grants. All of these have helped to build an extensive network of local civil society organisations and expand AC's outreach. In Rwanda, for example, organisations which had been members of the Network grant coalition applied directly in their own rights and were selected for an Opportunity Grant in Round 8. With continued support to AC, Denmark will not only build on what has been established, but also enable continued and increased funding for civil society SRHR advocacy in the developing countries. 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 civil society.

In their two latest funding rounds 21 out of 56 Strengthening Round 7 grants were to new grantee partners (38%) and 103 out of 127 Opportunity grants were to new grantee partners (81%). Across the entire current portfolio, 165 out of 270 approved grants are to new grantee partners (61%), highlighting the breadth of their reach. Their network of Strategic Advisers located in many of the countries where AC has grantees is a critical way of expanding knowledge and awareness of AC funding especially on the more sensitive issues of SRHR. AC also undertakes outreach through a range of channels and partners to ensure the widest audience for its call for proposals and is active in spaces at regional and local levels such as Changing Faces Changing Spaces (an LGBT+ and sex worker gathering organised by UHAI – EASHRI).

In 2023 AC commissioned an independent review, led by Dr. Suzanne Petroni, analysing 58 grantee partner reports spanning 46 countries, to understand further the impact of ACs funding. The report, 'Illuminating Impact: Insights and outcomes from grantee partners' was launched in September 2023 and underlines three core findings:
- Important changes toward the goal of universal access to SRHR can be achieved when donors support those organisations closest to, and often most knowledgeable about their respective local contexts.
- Through its grants, AC has enabled many community-based organisations (CBOs) to advance innovative work on otherwise neglected and controversial issues, and in contexts where it is the most challenging.
- At both local levels and as an aggregate, grantee partners are making important contributions toward the achievement of universal access to SRHR, particularly for and in the most marginalised, remote, and otherwise underserved communities.

The Inception Review report from 2022[2] concluded that AC has devoted significant efforts towards establishing an operational organisation with a strong team of staff members. They have accomplished this by adopting a lean organisational structure to ensure that the same high level of service provided in the first phase is maintained. This conclusion was reinforced by feedback received from AC's grantees, who highlighted the organisation's exceptional guidance, responsiveness, and flexibility in accommodating their needs. Grantees especially appreciated the organisation's flexibility during the COVID-19 pandemic, which was vital in keeping activities in the field going. Ongoing dialogue with the organisation and latest a visit to their HQ in April 2023 shows continued progress and development from the organisation.

Denmark has funded AC with three separate grants each of a three-year period since 2014. The positive reviews, successful transition, and strong collaboration with AC encourage continued collaboration and is part of the reasoning for changing the modality of funding to an organisational strategy thereby providing a core contribution. Based on the positive learnings from previous periods, the next phase will be a 5-year period from 2024-2028. Since this timeline is in between two of ACs strategic periods, Denmark will play an active role in the formulation process of ACs next strategy. The AmplifyChange 2021-2025 Strategy will be subject to an independent external review at the mid-point of implementation, in 2023. The report will not be finalised before the submission of this strategy. However, the findings and recommendations of the review will be discussed with AC.

The Danish approach to the strategy work will be elaborated in section 5. "Danish approach to engagement with the organization".

Overview of Danish commitment to AC:

2014-2016	2017-2020	2021-2023
210,000,000DKK	265.000,000 DKK	240.000,000 DKK[3]

4. Priority areas and results to be achieved

The priority areas and results to be achieved are based on the link between Denmark's strategic priorities for sustainable global development and ACs 2021-2025 Strategy.

Priority area 1: Inclusive and diverse social movement

Central to ACs approach is the development of strong civil society groups and movements. AC and their grantees are well placed to contribute to national, regional and global dialogue to ensure SRHR for all. The goal is to reach the most marginalised target groups in keeping with the LNOB principle. This will be achieved through building a stronger civil society, with diverse organisations who are resilient and work together to grow robust movements for change. One of the tools AC is using is the network grants, which gives support to networks and coalitions to encourage movement building. Network grants support efforts to coordinate advocacy work, joint learning and community-building across and between

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2 The timing of the inception review was due to late appointment of the CEO (January 2022)
3 The 2023 contribution of 80 mio. DKK have not been disbursed

countries. AC will continue to evolve its governance and structure as a funding platform, listening to constituents' needs, and making it as inclusive as possible.

Denmark will monitor AC work towards stronger and more inclusive civil society movements. Denmark will have a focus on ensuring participation and leadership of representatives from marginalised and vulnerable groups in networks or coalitions, with a specific focus on youth, LGBT+ and women led organisations.

Priority area 2: Organisational capacity building of grantees

In order to achieve ACs mission of "*building stronger, more inclusive movements for SRHR for all*" it is essential to strengthen the capacity of the organisations that AC supports. Connecting grantees and ensuring learnings across is an important part of organisational strengthening. Furthermore, it is important that AC continues to learn from their grantees in order to improve and adjust their work. Therefore, the continued collaboration and inclusion of the Grantee Reference Group is a vital element.

Advocacy plays a vital role in bringing about more resilient and sustainable change that leads to a real difference to the rights, standards, care and services to which people are entitled. AC offers funding, and support for organisational strengthening and knowledge for advocacy. This works in a way where local civil society and grassroots organisations drive the agenda. AC continues to work closely with the wider SRHR and civil society community and looks to exploring further partnerships. They are committed to being an active member of the international SRHR movement, to help maximise the movement's potential and impact for the benefit of civil society organisations everywhere.

It is evident that in order to promote SRHR in the developing countries, the local voices must be strengthened. Supporting AC will not only build on what's been established but also enable increased funding for civil society SRHR advocacy and networking. Advancing SRHR and translating internationally agreed norms and standards into practice at country level in developing countries requires a stronger, better networked civil society.

Denmark will closely follow AC's efforts in obtaining delivery stream 3: Organisational strengthening of grantees and their collaboration with the Grantee Reference Group (Delivery stream 2, see annex 1). This includes support to grantees on developing their funding strategy and evidence of grantees access to funding from other sources than AC. Denmark will continue to support ACs efforts to strengthen grantees advocacy efforts and ensuring voices and local contexts from the developing countries are heard (Delivery stream 3 outcome see annex 1). Denmark will follow AC's efforts through the donor forum, AC publications and reports, and through dialogue with the AC grantees.

Priority area 3: Financial sustainability of AC

Diverse and long term funding remains critical to AC to fulfil its mission and provide continuity and predictable support to CSOs in the developing countries, in the areas where SRHR is the most challenged. AC has used 2020-2022 to ensure a smooth transition from being hosted in MannionDaniels Ltd to an independent NGO. Attention has been on establishment of the teams and systems needed to maintain a

lean organisation. The change to not-for-profit status of AC allows for more harmonised donor agreements and predictable planning on grant financing scenarios

Denmark will work to ensure that AC unfolds its ambitions for sourcing funding, develops an action plan and vigilantly implements it (Delivery stream 4 outcome, see annex 1). This includes the process of Charity registration and through that the develops a reserve in order to be able to overcome (unforeseen) expenses. Denmark will contribute to a well-functioning Donor Forum and a constructive dialogue with the Board and The Grantee Reference Group.

5. Danish approach to engagement with the organization

Denmark will engage actively in the governing bodies to ensure good governance as well as the promotion and monitoring of Danish priorities. In the donor group meetings Denmark will ensure to highlight possible linkages to relevant initiatives such as EU's TEI's and. In addition to the Donor Group, Denmark is participating in the quarterly Fiduciary Risk & Safeguarding meetings and through this closely monitoring reporting on irregularities. Here we closely follow both c-cases and PSHEA cases. Denmark has a well-established collaboration with the other donors especially working closely with the other government donors e.g. in preparation for donor meetings or joint monitoring visits. Denmark will continue its outreach work to other potential donors in order to support ACs fundraising efforts. AC is in dialogue with a range of potential public and private donors including bilateral donors who were previously part of AC Phase I (i.e. Dutch and UK Governments). Furthermore, Denmark will support AC in their efforts to be listed on the OECD DAC's list of ODA-eligible international organisations. Being registered on the OECD DAC list of qualified organisations will be an important step for AC and it is likely that this will make it possible for AC to attract more donors.

Monitoring of results will primarily be based on AC's Strategy and corresponding Results Framework, in line with Danish multilateral guidelines. Denmark will suggest to AC to review and update the framework to sharpen the outcomes and outputs. A Mid Term Review (MTR) of this organisation strategy will be conducted in 2026, which will inform the need for potential adjustments, alignment with the AC strategy 2026-2030, and be the basis for a dialogue with AC on progress and the continued partnership. The MTR will also inform the formulation of the next AC organisation strategy. Denmark will explore the possibility of coordinating MTR with other donors in the donor group in order to ensure effectiveness and collaboration. Denmark will ensure that the MTR will include an evaluation of mitigating actions regarding fraud or misuse of funds.

Denmark will be very active in the development of AC next strategy (2026-2030) and use our position as the single largest donor to engage in the dialogue with AC. AC will set its strategy for 2026-2030 starting in 2025 and follow a similar approach to the development as their current strategy. The process spanned 6-8 months and involved consultation with over 200 individuals including AC's donor group. Denmark will offer advice and input at the beginning of the strategy development process to guide and frame the process. The strategy process will also provide the opportunity to have priorities reflected from the upcoming new Danish development strategy. Denmark will work through the Donor Group meetings and bilateral meetings with AC and other donors.

AC is assessed as fitting well into the portfolio of Denmark's partners in the SRHR arena, which consists of inter alia the UN Population Fund (UNFPA), MSI Reproductive Choices, International Planned Parenthood Federation (IPPF) and the Danish Family Planning Association (Sex & Samfund). AC complements the work of similar funds managed by IPPF and IPAS among others. Some of these funds focus specifically on specific issues e.g. abortion and not the broader mix of SRHR topics which AC covers and do not operate at the same scale as AC.

AC is part of the Donor Working Group to end FGM with UNFPA, and WHO's HRP Medical Abortion Global Action Plan with UNFPA and WHO. AC's partners will be engaged in the Youth consultation for ICPD+30, which Denmark is co-hosting. Furthermore, AC is part of the Global Partnership Forum on CSE (co-convened by UNESCO and UNFPA) playing a key role in ensuring that grassroots voices are amplified, and facilitating linkages between UN agencies and these community-based organisations. AC is also exploring if collaboration between their abortion-focused grantees and UNFPA supplies programme would help to increase access to medical abortion supplies, MVA kits and other RH commodities.

AC setup has many similarities with some of the Danish grant making SPA partners (DUF, DPOD, CISU, and CKU). Denmark will therefore explore further synergies between Danish SPA partners and AC, and ensure knowledge sharing on issues such as grant-making to local actors and the localisation work more generally.

AC's in-country and international engagement with Denmark is long-standing and brings synergies and collaboration with relevant Danish bilateral programmes. For example, AC has collaborated with the Danish Embassy in South Africa in connection with awarding their 3 new Partnership programmes for Mali, South Africa and Kenya. AC also creates opportunities for relevant Danish Embassies to cooperate with grantee partners in the countries concerned through in-person grantee monitoring; visits of embassy staff to grantee partners e.g. Tanzania; and engagement on key policy issues in-country e.g. the anti-LGBT+ laws in Uganda and a consultative meeting with SRHR focal person, Kenya. Denmark will continue the in-country collaboration with AC and AC's grantee partners to improve synergies between Danish multilateral and bilateral cooperation in line with the principles of Doing Development Differently (DDD). In order to ensure visibility and enhance synergies a list of ACs grantee partners will be shared with relevant embassies and offices after each funding round.

6. Budget

Denmark remains a committed partner of AC and will continue to provide reliable and predictable funding for its programmes and grants. The contribution is provided as core funding.

Danish core contribution to AC in the period of 2024-2028, subject to annual parliamentary approval

2024	2025	2026	2027	2028
80 million	80 million	80 million	80 million	80 million

7. **Risks and assumptions Analysis of major risks, risk responses, and assumptions**

AC has an organisational risk register in place, which covers reputational, fiduciary, contextual, safeguarding, programmatic, financial and operational risks and mitigation actions across all aspects of AC's work. It is reviewed quarterly by the Finance Risk and Audit Committee of the Board, and the full Board reviews and approves any changes or additions to the Risk Register on an annual basis. A full review by the Board has been completed in April 2023; this version of the Risk Register is attached.

The Risk Management Policy outlines the approach and protocols for managing risk to be used by all teams, staff, and suppliers.

Risk Factor	Description	Likelihood	Impact	Mitigation
Programmatic risk factors				
Fraud or misuse of funds	Fraudulent applications processed or fraud occurs during course of project implementation. Funds are disbursed to bogus organisations and not spent as proposed leading to misuse or unreported use of funds.	Likely	Significant	• Eligibility, integrity and financial management assessments completed on all new grantees or every three years, with appropriate financial special conditions set where needed, as per Fiduciary Risk Strategy. • User friendly and appropriate financial reporting templates and guidance on financial management for grantees, available on the website: amplifychange.org • Monitoring and audit programmes identify risks early • Thorough and well-tested processes in place to identify, report and respond to fraud cases and cases of misuse of funds. Donors are informed of new (suspected) cases instantly and kept updated on a regular basis. • Finance, Risk and Audit Committee provides quarterly oversight on responses to fraud cases • Staff/Consultant training and guidance to screen out fraudulent applications as part of the application review process
International lateral and multilateral sanctions as well as policies of banks prevent AmplifyChange from disbursing funds to grantees in certain countries or regions	The inability to disburse funds to grantees in certain countries is a critical risk to grantee partners project implementation.	Almost certain	Major	• AC has developed a tri-partite grant agreement that allows for fiscal sponsorship should AC not be able to disburse funds to grantees directly. • AC maintains relationships with several financial service providers to maximise opportunities to disburse funds. • Regularly monitor financial and other sanctions in operational countries.
AC's dependency on Denmark as the single largest donor	Competing donor priorities, including diversion of funds to other priorities.	Likely	Major	• Ongoing communication with former donors to AC, to gain their commitment, trust and support in the new entity • Diversifying the donor pool to include philanthropic and other bi-lateral donors • Prioritising strategic fundraising and submission of proposals.
Contextual risk factors				
AC not achieving its overall results and Denmark's priority areas are not achieved	Political instability, climate change, and inability to work on neglected SRHR topics in countries where grants are implemented limits grantee			• Consideration of political stability during the application stage • Constant review of political dynamics in countries

	partners' impact and AmplifyChange ability to monitor and maintain relationships. Grants are made to a wide range of grantees, based in countries with poor SRHR indicators, high level of institutional and social fragility, and/or affected by conflict. Further, climate change and natural disasters continue to negatively impact SRHR and impacts women and girls more severely.			• Grant holders expected to prepare risk registers with mitigation strategies during project start-up. • Grantees required to update risk registers during project implementation. • Staff need to receive security briefings and have guidance on local context, using local agents when required. • Grantees create knowledge and awareness on the impact of global climate change on SRHR • Grantees improve SRHR services at the local community level as well as influence climate change policy and women's policy decisions at the local and national levels • Grantees ensure that SRHR remains high within the climate change agenda.
Institutional risk factors				
Safeguarding incidents involving staff, consultants, and grantees as either victims or perpetrators	Staff and consultants could be at risk of being the victims of abuse, violence and human rights violation, or indeed be a perpetrator, when travelling or otherwise.	Likely	Major	• Thorough due diligence checks on all staff and consultants before recruitment or contracting • Mandatory safeguarding training for all staff members and consultants • Thorough pre-travel risk assessments and regular check-ins with staff members who are travelling • An anonymous whistleblowing service is available via website • Dedicated safeguarding lead • Assessments of all grantees for safeguarding policy and practices during due diligence • Requirement for larger grants to have a full safeguarding policy in place; smaller grantees are requested to adhere to their Safeguarding Principles as laid out in the Grant Agreement • A robust case management process for dealing with reported cases that are taken very seriously.

Annex 1: AmplifyChange Result Framework

Annex 2: Country overview of AC grants

Annex 3 - AmplifyChange Risk register

AmplifyChange Results Framework

As part of the implementation of its 2020-2025 Strategy, AmplifyChange has developed a new Results Framework (below) to monitor overall organisational performance as well as each delivery stream to help track progress in delivery, outcomes and impact. The Results Framework builds on and feeds into the AmplifyChange Theory of Change and Strategy. The outcomes, outputs and indicators in the Results Framework reflect learning and experience from the first seven years of AmplifyChange and are designed to ensure that AmplifyChange is focusing resources on settings most off-track on SRHR and on groups working in the most difficult and challenging contexts. It was agreed that the Results Framework would be revisited on an annual basis. The first version of the Results Framework was approved by the Board in June 2021, the second version in April 2022. <u>We are proposing the current 2023 version for Board approval with all new changes indicated in green in the document.</u> The Results Framework is inclusive of pooled and non-pooled AmplifyChange funding.

> **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.**

Grants for civil society

AmplifyChange grants contribute to most neglected and challenging SRHR issues - gender-based violence (including FMG/C and child marriage), abortion, stigma and discrimination, youth (including CSE) and access

Organisational strengthening support to grantee partners

Knowledge for advocacy

AmplifyChange grants contribute to the evidence-base on SRHR. Southern-based civil society organisations influence the wider government or global SRHR, health and development community through sharing their knowledge and expertise

AmplifyChange as an effective SRHR partner for CSOs and funders

A strong, independent organisation providing continuity and support to civil society organisations in the Global South -in partnership with grantee partners, funders and the wider SRHR community.

AmplifyChange 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.

Indicators	Targets and benchmarks	Means of verification	Comments
Number/examples of supportive SRHR policies and laws that grantee partners have contributed to, across countries and regions where grantees work (cumulative)	**By 2025** the number and examples of supportive SRHR policies and laws that grantees have contributed to will be monitored (through AmplifyChange indicators) and reported on. As challenge fund we cannot specify future target numbers but we can commit to provide flexible grant support that allows a high % of grants to succeed in achieving positive changes.	Reports from grantee partners	
Number/examples of more inclusive social movements for change AmplifyChange grantee partners work towards (cumulative)	As above (with focus on SRHR movements)		
Number/examples of grantee partners contributing to (a specific) positive social norm change in their communities and regions where they work (cumulative)	As above (with focus on positive social norm changes).		

Delivery Stream 1: Grants for civil society

Outcome and outputs	Indicators	Targets and benchmarks	Means of verification	Comments
AmplifyChange grants contribute to most neglected and challenging SRHR issues - gender-based violence (including FMG/C and child marriage), abortion, stigma and discrimination, youth (including CSE) and access	Proportion of approved grants by priority theme (grant value of primary and secondary themes – cumulative)	**2023**: Minimum 10% and maximum 25% for each priority theme	Reports to the Board of Directors	
	Proportion of approved grants implemented in Not To Be Missed Countries (number – cumulative; based on all grant implementation countries)	**2023**: Minimum 50%	Reports to the Board of Directors	The calculations to be based on all implementation countries and not only the indicated main implementation country.
Output 1.1. Number of grants of all types – Opportunity, Strengthening, Network and Partnership/Strategic – AmplifyChange makes per year	Number of approved grants of all types – Opportunity, Strengthening, Network and Partnership, Strategic – AmplifyChange makes per year (cumulative)	**2023 (n=211): [2022]** Opportunity grants min. 70 [0] Strengthening grants min. 108 [55] Network grants min. 26 [22] Partnership grants min. 4 [3] Strategic grants 3 [3]	Reports to the Board of Directors	The brackets contain the numbers of grants per grant type AmplifyChange had in 2022 (n=83) 'Proportion' was changed to 'Number' in the output and indicator descriptions
Output 1.2. Grants made by AmplifyChange maintain geographic spread across Sub-Saharan Africa, South Asia and other regions (Middle East and North Africa, and Latin America and the Caribbean)	Proportion of approved grants by region (number - cumulative)	**2023:** Sub-Saharan Africa minimum 80% South Asia minimum 15% (no Other region benchmark)	Reports to the Board of Directors	
Output 1.3 Applications and grants are processed in a timely and efficient way	Time required for an application to proceed from submission to decision-making and contracting (including due diligence and pre-contracting)	**2023 :** Reduced processing time and better communication between application submission, decision-making and contracting	Reports to the Board of Directors	

Delivery Stream 2: Organisational strengthening of grantees

Outcome and output	Indicators	Targets and benchmarks	Means of verification	Comments
AmplifyChange grantee partners are strong, sustainable organisations with strengthened networks and funding	Numbers/examples of strengthened grantee partner organisations with increased ability to engage in networks, advocate for SRHR and increase/diversify their funding	**2023**: Development of a grantee profiling section on the AmplifyChange website to facilitate connections between grantees and between grantees and funders	AmplifyChange website	
		2023 -2025: Numbers/examples of AmplifyChange grantee partners strengthened in five areas (SRHR work, partnerships/collaborations, increase/diversify funding, governance and leadership, people and skills)	Reports from grantee partners (including final reports)	From 2023 to include grant financial special conditions completion summary
Output 2.1 Partnership Grants strengthen the capacity of civil society organisations to be leaders in advocating for SRHR for all and support more sustainable and resilient local responses	Numbers/examples of civil society organisations strengthened through Partnership grants	**2022-2024**: Numbers/examples of civil society organisations strengthened through the Partnership grants	Reports from grantee partners	

Delivery Stream 3 Knowledge for advocacy

Outcome and outputs	Indicators	Targets and benchmarks	Means of verification	Comments
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	Number/examples of new SRHR evidence generated and/or current evidence synthesised and shared by AmplifyChange grantees	**2024:** Delivery of 4 (online) grantee-led dialogues on AmplifyChange priority themes or advocacy tactics	Reports to the Board of Directors AmplifyChange event reports	
Output 3.1 Grassroots civil society voices shape evidence-base on SRHR in the South	Improved accessibility of AmplifyChange digital learning products published based on grantee knowledge	**2023:** Accessibility audit recommendations are implemented as part of new web development Refreshed website built from user insights to improve access to the insights and evidence generated by grantee partners	Reports to the Board of Directors Refreshed AmplifyChange website	Assumption: M&E framework to be developed to measure the accessibility, use and satisfaction of learning materials Output 3.1 previous indicator: 'Number /examples of AmplifyChange digital learning products published based on grantee knowledge'
Output 3.2 AmplifyChange grantee partners inform policy conversations at major SRHR learning events including virtual sharing with adapted Covid-19 learning congregation opportunities	Number/examples of presentations/panel discussions/articles at major scientific and learning events by AmplifyChange grantees	**2023:** at least 20 engagements where grantee partners share generated evidence at a global, regional or national level SRHR conference, platform, publication or learning event	Reports from grantee partners AmplifyChange event reports	'International' has been removed from the output and indicator description; 'article' has been added to the indicator description

Delivery Stream 4: AmplifyChange as an effective SRHR partner for CSOs and funders

Outcome and outputs	Indicators	Targets and benchmarks	Means of verification	Comments
A strong, independent organisation with secure, multiple funding sources providing continuity and predictable support to CSOs in the Global South, in the areas where SRHR is the most challenged	Funds raised as per the AmplifyChange budget scenarios (cumulative)	**2022:** £ 35 million (cumulative) **2023:** £ 55 million (cumulative)	Reports to the Board of Directors Signed agreements between funders and AmplifyChange	
Output 4.1 AmplifyChange grantee partners have active input into AmplifyChange delivery strategy, and are satisfied with the delivery	Satisfaction rating from AmplifyChange grantees	**2023**: hybrid feedback model (including surveys, but not exclusively) is implemented	Reports to the Board of Directors Feedback survey results	The implementation of hybrid feedback model is continued seeking feedback at critical application and grant process points
	Numbers/examples of Grantee feedback is included in the AmplifyChange learning and reflections	**2023**: Collected Grantee feedback is included in the fund learning and plans; new feedback mechanism built to report back to grantee partners	Reports to the Board of Directors	
Output 4.2 Strengthened dialogue with funders	Donor group for funder dialogue established and active	**2023**: 2 annual meetings organised; Donor Compact agreement is established	Minutes from meetings in donor forum Donor Compact agreement	
Output 4.3 Donors use a pooled fund mechanism	% of funds received are pooled (cumulative)	**2023**: min. 70% of funds received are pooled	Reports to the Board of Directors	From 2024 to be changed to annual recognised income instead of 'funds received'
Output 4.4 AmplifyChange as an organisation is strengthened and sustainable	AmplifyChange organisational policies and systems in place	**2023**: fully operational new Finance function and systems in place	Reports to the Board of Directors	
	Governance structure	**2023**: AmplifyChange is registered as a charity	Registration certificate	

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Annex 2: Country overview of AC grants

AmplifyChange grantee partners based in	Total number of grants
Afghanistan	3
Bangladesh	3
Benin	3
Botswana	1
Burkina Faso	3
Burundi	4
Cameroon	15
Central African Republic	1
Democratic Republic of the Congo	9
Djibouti	2
Egypt	1
Ethiopia	7
Gabon	1
Gambia	1
Ghana	9
Guinea	4
India	17
Ivory Coast	4
Kenya	26
Lebanon	1
Lesotho	2
Liberia	5
Madagascar	5
Malawi	14
Mali	3
Mauritania	2
Morocco	1
Mozambique	1
Myanmar	1
Namibia	1
Nepal	6
Niger	1
Nigeria	16
Pakistan	8
Palestinian Territory	1
Republic of the Congo	2
Rwanda	13
Senegal	5
Sierra Leone	2
Somalia	2
South Africa	5
South Sudan	3
Sri Lanka	4
Tanzania	11
Togo	1

Tunisia	1
Uganda	21
Zambia	3
Zimbabwe	18
Grand Total	**273**

AmplifyChange Risk Register

Version no:	3
Date:	April 2023 - 2023 Annual Revision

Risk Area		Risk	Risk category	Risk Owner	Description of risk	Inherent Risk			Action	Mitigation	Residual Risk		
						Probability	Impact	Inherent Risk	Action	Action	Probability	Impact	Residual Risk
1. Grants Management (Delivery Stream #1)	1.1	AmplifyChange not achieving its objectives.	Contextual	Deputy Fund Director	Political instability in countries where grants are implemented or inability to work on sensitive SRHR topics limits grantee partners' impact and AmplifyChange ability to monitor and maintain relationships. Overall Results Framework not achieved and subsequently donor requirements not fulfilled. Grants are given to a wide range of countries focusing on those with poor SRHR indicators, often countries with high level of institutional and social fragility, or affected by conflict. SRHR practices are often not supported by local or national governments. Cost of living crisis resulting in increased costs of programme implementation.	4	4	16	Treat	Consideration of political stability during the application stage; constant review of political dynamics in countries; grant holders expected to prepare risk registers with mitigation strategies during project start-up. Grantees required to update risk registers during project implementation. Staff need to receive security briefings and have guidance on local context, using local agents when required.	4	3	12
	1.2	AmplifyChange not seen to be a fair, objective and transparent challenge fund, damaging the reputation of the organisation and that of its donors.	Reputational	CEO	Some applicants unfairly favoured during application process and given unfair advantage. This risk has increased with the Anon II programme which differs from the challenge fund principles.	3	4	12	Treat	Transparent and robust application selection process, with clear conflict of interest parameters in place. Independent Technical Review Panel trained continuously and quality monitoring through quality assurance processes. Thorough documentation of decision making throughout moderation process. Anon II project principles mirror pool fund pinciples as far as possible.	3	3	9
	1.3	Fraud or misuse of funds	Fiduciary	Operations Manager Head of Fiduciary Risk Management	Fraudulent applications processed or fraud occurs during course of project implementation. Funds are disbursed to bogus organisations and not spent as proposed leading to misuse or unreported use of funds.	4	4	16	Treat	Eligibility and due diligence checks and benchmarking carried out on all applicants as per Fiducairy Risk Strategy; whistleblowing service engaged and available via website. Monitoring and audit programmes identify risks early. Finance, Risk & Audit Commitee establibhed and reported to every quarter. Draw and implement Lessons Learned from previous fraud cases (includes reducing the "float" amount)	3	3	9
	1.4	Unable to collect reliable data on Results Framework indicators	Programmatic	CEO	AmplifyChange is reliant on appropriate and robust data collection methods from grantees. SRHR data is hard to collect and difficult to attribute to sole funding sources.	3	4	12	Treat	Robust data collection methods used by grantees through 'SMART' Milestone and Indicator frameworks appropriate for the project and context. Regular reporting from grantees with means of verification supplied and reviewed. Grantee monitoring visits and audits to check data quality. Collecting data from independent reviews and initiatives assessing the impact e.g. QUIP, VfM, knowledge study.	3	3	9
	1.5	Vulnerable children, adults and communities are victims of Sexual Exploitation and Abuse and Sexual Harassment (SEAH) and other forms of harm as a result of AmplifyChange's programmes and funding including where grant holders are the perpetrators	Safeguarding	Safeguarding Lead	Non-reporting and lack of action taken of incidents of abuse, violence, modern slavery and human rights violations of vulnerable children and adults (among beneficiaries, staff, volunteers, downstream partners).	3	4	12	Treat	All grantees assessed for safeguarding policy and practices during due diligence and larger grants contractually obliged to have a full safeguarding policy in place. Smaller grantees requested to adhere to our Safeguarding Principles as laid out in our Grant Agreement. Dedicated Safeguarding Lead appointed and a whistleblowing service is available via our website.	3	3	9
	1.6	International lateral and multilateral sanctions as well as policies of our banks prevent AmplifyChange from disbursing funds to grantees in certain countries or regions	Financial Operational	Head of Finance	Inability to disburse funds to grantees in certain countries will not comply with donor requirements and will jeopardise progress in grantees' programme implementation.	5	3	15	Treat	Develop a tri-partite Grant Agreement that allows for fiscal sponsorship should AC be unable to disburse funds to grantees directly Maintain relationships with several financial services providers to maximise opportunities to disburse funds Regular monitoring of financial and other sanctions in operational countries	3	3	9
2. Organisational Strengthening (Delivery Stream #2)	2.1	Low capacity of grantees to implement grants effectively and efficiently. Financial risk of mismanagement of funds.	Programmatic	Grant Support Team Manager	AmplifyChange is insufficiently able to contribute to organisational strengthening of grantees with ongoing low capacity of grantees to manage grants effectively, including financial management. Funds are primarily for smaller civil society organisations who may lack knowledge and expertise to manage grants effectively. Organisational Strengthening activities and support as provided by AmplifyChange are not relevant, applicable or feasible within the grantees' contexts, and could be counter-productive.	4	3	12	Treat	Financial management assessments completed on all new grantees or every three years, with appropriate financial special conditions set and support in place to understand and complete the conditions. User friendly and appropriate financial reporting templates and guidance on grant management. Whistleblowing service engaged and available via website. Monitoring and audit programmes identifies risks early. Finance, Risk & Audit Commitee established and reported to every quarter.	2	3	6
	2.2	AmplifyChange doesn't clearly articulate its organisational strengthening model and how it will be resourced	Programmatic	Grant Support Team Manager	Developing the content and the methodology for providing the best type of organisational model at busy time for grant making could put a strain on the team	3	4	12	Treat	Work closely with grantees to understand thier needs and adequately resource the details of the plan, including leveraging addtional funds or 'in-kind' support and partnership who specialise in areas of organisational strengthening need.	3	3	9

Delivery Stream	Ref	Risk	Type	Owner	Description	L	I	Score	Response	Mitigation	L	I	Score
3. Knowledge for Advocacy (Delivery Stream #3)	3.1	AmplifyChange is insufficiently able to communicate the impact of the fund	Programmatic	Deputy Fund Director	AmplifyChange is running a very lean operation in a year where basic grant-making workload is high. Making time and space to capture and communicate our impact is therefore challenging. Grantees lack capacity or resources to be invited to present their evidence or demonstrate their impact. Resources are focussed on advocacy work rather than capturing, analysing and disseminating knowledge. Grantees do not have connections with organisers of international, regional or national convenings. Even when the aforementioned hallenges are overcome, our communication messages and those of our grantees might not reach intended audiences.	2	3	6	Treat	Establishing connections on behalf of grantees by being involved in conference organising groups or maintaining relationships with conference organisers. Funding grantees to attend conferences through their grants. Supporting the development and dissemination of high-quality dissemination strategies through support at strategic and tactical levels. Organising dialogues ourselves focused on grantees as defined in K4A strategy. Recruitment of Communications Manager and Learning and Events Officer. Outsource independent reviews to acredited researchers. Establishing network of freelancers and communications agencies to provide both planned and responsive support. SMT, K4A and GST find opportunities to communicate impact directly one-to-one or in groups with current and potential donors.	1	2	2
	3.2	Negative publicity for AmplifyChange, our grantees or stakeholders with whom that AmplifyChange is associated	Reputational	Deputy Fund Director	Given lack of transparency and insight into opposition activities the location or type of risks are hard to predict. Greater reaction to change is also to be expected as movements have more success. Risks identified include highlighting or "exposing" the role of AmplifyChange to the media in funding in future national policy discusions - e.g. LGBT rights in Africa; potential monitoring of Anon II 501 c4 contributions by opposition groups in the USA; any negative news related to potential fraud, safeguarding or mismanagement of funds.	3	4	12	Treat	Continue to offer anonymity for grantees who would prefer not to be associated publicly with AmplifyChange funding. Limit AmplifyChange's proactive publicity-seeking on Opposition focal areas and prioritise safe-spaces to articulate the scale and impact of our work. Develop a crisis communications plan with expert external support. Resource and allocate roles to crisis response team appropriately.	3	3	9
4. Amplify Change Governance, Finance and Operations (Delivery Stream #4)	4.1	Team capacity not aligned with demand from applications, grantees and work load	Operational	CEO	High and low volume of grants to manage effectively and timely. AmplifyChange can manage a large number of applications and grants, but there is a risk of quality deteriorating and disbursing funds in a timely manner due to limited resourcing. Or, grant volumes become very low due to low donor commitments, creating underutilised and not cost effective resourcing	3	3	9	Treat	Plan recruitment carefully and start recruiting early. Use personal networks for recruitment. Limited grant portfolios per Grants Manager and use flexible workforce resourcing. Systems and tools to manage and forecast team workloads to manage peaks of work. Informed work planning with correct LoEs to manage workloads & estimated timeframes. Use of Strategic Adviser network to support high workloads.	2	2	4
	4.2	Safeguarding incidents involving staff and consultants as either victims or perpetrators	Safeguarding	CEO Chair of AmplifyChange Board	Staff and consultants could be at risk of being the victims of abuse, violence and human rights violation, or indeed a perpetrator, when travelling or otherwise.	4	4	16	Treat	Robust duty of care arrangements for staff and consultants including security briefings and in-depth guidelines. Safeguarding training on best practices to all e.g. to be accompanied when working with children. Thorough due diligence checks on all staff and consultants before recruitment or contracting. Fund has a whistleblowing service available via our website.	3	3	9
	4.3	Fundraising aspirations not met or overspending on operational cost rate	Financial	CEO Head of Finance	Competing donor priorities, including diversion of funds to the war in Ukraine. Operational costs exceed the agreed management fee.	3	4	12	Treat	Continue communication with existing ACF1 donors to gain their commitment, trust and support in the new entity. Diversify donor pool by approaching a range of donors including philanthropy and bi-lateral donors. Prioritise fundraising and submission of proposals. Detailed operational budgets and regular monitoring of costs, monthly management accounts	2	3	6
	4.4	Reluctance of donors to commit to the 'pooled fund' ethos, with a variety of donor requirements resulting in a mix&match of business processes and templates for different funders	Financial	CEO	Donors funds are designated for a sole purpose e.g. only Opportunity grants, or grants working on safe abortion, causing operational and risk difficulties. Diversity of donor requirements could drive up operational costs	4	3	12	Treat	Where possible ensure donor contracts do not contain specific requirements against the pooled fund nature. AmplifyChange to work with donors on Donor Compact Agreement. Donors who deviate from pooled fund mechanism to cover the additional operational costs and resources required. Added an indicator which monitors the proportion of pooled fund in our results framework.	3	2	6
	4.5	Inadequate financial reserves	Financial	Head of Finance CEO	AmplifyChange does not have sufficient reserves that can be accessed in unforeseen circumstances where donor income does not cover operational expenses in full which could result in insolvency. There is a compliance risk when AmplifyChange becomes a registered charity if there are insufficient reserves in terms of both the financial amount and the split of the reserves between restricted and unrestricted funds.	2	4	8	Treat	Develop and implement a Reserves policy which needs to be approved by AmplifyChange Board and agree policy with existing and new donors	2	2	4
	4.6	Loss of cash in hand	Financial	Head of Finance	Loss of funds due to fraud or theft, investment losses, mis-management of funds, banking failures or significant foreign exchange losses. Reputational risk as well as financial loss.	2	5	10	Treat	Develop and implement a Treasury policy to manage risks of cash management including diversfying bank holdings and investments, currency management. Robust financial controls to mitigate risk of fraud and theft.	2	3	6
	4.7	AmplifyChange is not seen as rooted in the global south, is not seen as fund that can legimately serve and represent CSO's based in the global south in general and the communities we serve in particular. AC is seen as being insufficiently embracing the localisation agenda.	Reputational	CEO	Location of AmplifyChange. Level of diversity amongst employees	3	3	9	Treat	Apply for visa sponsorship status in 2023. Contract a recruitment consultant to ensure we reach and appeal to a diverse mix of applicants. Strategic Adviser are located close to grantees. We continue to emphaisise in our communication that Strategic Advisers and TRP members are largely based in low and middle income countries.	2	3	6
	4.8	Transition of Finance and HR functions into AmplifyChange is not successful or delayed. Disruption of working relationships with outsourcing partners.	Financial Operational	Head of Finance CEO	Failure to recruit suitable Finance staff or source a suitable HR provider. Inability to operate without external Finance support. Increased costs due to ongoing SLA with Mannion Daniels	2	4	8	Treat	Recruitment of qualifed staff and comprehensive handover from Mannion Daniels. Tender process for new HR provider.	1	3	3
	4.9	Loss of data, data breach or non-compliance with data protection regulations	Programmatic	Operations Manager	Grantees' identities exposed, putting them at risk of violence, discrimination and prosecution. Grant management system is compromised. Grant data is temporarily or permanently lost, data recorded inconsistent with true records, users do not feel it is fit for purpose, data security breach or functionality does not meet management requirements.	3	5	15	Treat	Continue to be guided and advised by external IT Service provider on industry best practise in terms of cyber security. Commision a Cyber Security Audit in HY1 2023. Multi Factor Authentication in place for all AC email accounts. VPNs to be set up for colleagues attending international conferences, incl WD23. Benefit from Fluxx's and Box's high standards of cyber security. Backup data on Fluxx and Box systems regularly	2	4	8

AmplifyChange Risk Register

			Insignificant	Minor	Moderate	Major	Severe
Likelihood	5	Almost certain	5	10	15	20	25
	4	Likely	4	8	12	16	20
	3	Possible	3	6	9	12	15
	2	Unlikely	2	4	6	8	10
	1	Rare	1	2	3	4	5
			1	2	3	4	5
			Impact				

SCORE	LIKELIHOOD	SEVERITY OF IMPACT
LOW	Expected to occur infrequently	May affect short term goals without impacting on long term goals.
MEDIUM	Will occur in some circumstances	Significant short term damage and important to outcome of long term goals. Some operational impact possible. Some reputational impact possible.
HIGH	Expected to occur in many circumstances	Significant detrimental effect on achievement of objectives. Major operational impact possible. Major reputational impact possible.
VERY HIGH	Expected to occur frequently in very many circumstances	Prevents achievement of objectives. Severe and large scale operational impact possible. Severe reputational impact possible.