

Danish Support to the Global Alliance for Green and Gender Action (GAGGA)

Key results:

- Strengthened capacities of civil society within gender-transformative climate action.
- Strengthened capacities of women- led Community-Based Organisations, NGOs and Funds in the Global South, supported by GAGGA, to lead collaborative and inclusive advocacy for gender-transformative climate actions and solutions.
- Increased linking between climate, environmental action and women's rights movements within and across local and national levels as well as regionally and internationally.
- GAGGA network partners succeed in creating space for gender-transformative climate solutions promoted by people-centred movements in the Global South.

Justification for support:





- The global climate crisis is generally recognised as one of the most urgent challenges facing the world. Women and girls face disproportionate impacts from climate change.
- An estimated four out of five people displaced by the impacts of climate change are women and girls, and women and children are 14 times more likely than men to die during a climate disaster.
- Women-led community-based organizations are in the best position to propose green and gender-transformative action that addresses the root causes of environmental destruction, the global climate crisis and gender inequality.
- Only 2.4 percent of all climate-related development assistance prioritizes gender equality as a principal objective

Major risks and challenges:

- Climate Change: GAGGA chooses to work in countries that have high rates of vulnerability (climate-impacted countries) or those, that given their important resources and ecosystems, are being rapidly exploited. GAGGA aims at climate change mitigation and adaptation measures. The planning process takes into account climate-related events that could affect the realisation of activities.
- Security: Women Environmental Human Rights Defenders suffer threats, stigma, social rejection and worse, not only because they are promoting and defending environmental and other rights, but also because they are women. GAGGA makes clear agreements about danger and how to minimise it (within GAGGA's control) and provides access to networks and organisations specialised in security for civil society actors.

File No.	25/05021						
Country	Interregional						
Responsible Unit	MULTI						
Sector	Gender Equality (DAC Code: 15170)						
Partner	Global Alliance for Green and Gender Action (GAGGA)						
	DKK million	2025	2026	2027	2028	2029	Total
Commitment	40						40
Projected disbursement	4	18	18				40
Duration	2025-2027						
Previous grants	N/A						
Finance Act code	§ 06.36.03.11.						
Head of unit	Karen Grønlund Rogne						
Desk officer	Lena Hothes						
Reviewed by CFO	YES: Antonio Ugaz-Simonsen						

Relevant SDGs [Maximum 1 – highlight with grey]

 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

GAGGA's strategic objective is for government, investor and donor policies and practices to respond to the collective demands of people-centred climate and women's rights movements from the Global South by taking urgent action to divest from fossil fuel (related) industries, defend critical ecosystems and support inclusive, sustainable and gender-just climate solutions.

Environment and climate targeting - Principal objective (100%); Significant objective (50%)

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
Indicate 0, 50% or 100%	100%	50%	50%	100%
Total green budget (DKK)	40.000.000	40.000.000	40.000.000	40.000.000

Justification for choice of partner:

Women-led community-based organizations are in the best position to propose green and gender-just action that addresses the root causes of environmental destruction, the global climate crisis and gender inequality. Their work, which is under-resourced and often overlooked, is vital for bringing about a peaceful, inclusive and sustainable world. GAGGA is the only Alliance that is both a grant-making alliance, but also capacity-build and strengthen civil society within gender-transformative- and climate action.

Summary:

Danish support to the GAGGA programme will be channelled through all three of the intervention strategies: 1) **The strengthening strategy** increases local women's leadership, resilience, and capacities for implementing gender-transformative climate action by providing financial and strengthening the capacities and skills of civil society. 2) **The influencing strategy** supports funds, NGOs and CBOs to identify and implement the most relevant advocacy processes in program countries, maps key influencing targets, and leads or participates in various regional and international forums and dialogues. 3) **The linking strategy** connects climate justice, environmental justice and women's rights movements for lobbying and advocacy on gender-transformative climate solutions by strategically linking funds, NGOs, CBOs and movements, and facilitating learning sessions among partners and among women's rights and environmental justice funds for exchange of experience and ideas.

Budget (engagement as defined in FMI):

Strategy 1 - Strengthening	16 million DKK
Strategy 2 - Influencing and advocacy	12 million DKK
Strategy 3 - Linking & Learning	12 million DKK
Total	40 million DKK

Standard Project Document – Danish Support to the Global Alliance for Green and Gender Action

Cover page

See Appropriation Cover Note format.

1. Introduction

The present project document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning Danish Support to the Global Alliance for Green and Gender Action (GAGGA) as agreed between the parties: Both ENDS (on behalf of GAGGA) and the Department of Multilateral Cooperation and Policy at the Ministry of Foreign Affairs of Denmark. The project document is an annex to the legal bilateral agreement with the implementing partner and constitutes an integral part hereof together with the documentation specified below.

“The Documentation” refers to the partner documentation for the supported intervention, which is the background documentation that GAGGA’s three alliance partners have submitted in advance.

2. Context, strategic considerations, rationale and justification

The global climate crisis is generally recognised as one of the most urgent challenges facing the world. The year 2024, which reached the 1.5 degree increase mark, was again the hottest year ever recorded, beating the previous year’s record. People everywhere are dealing with extreme weather of all kinds – from drought, extreme heat and devastating wildfires, to heavy storms, rainfall and flooding. More than 27 million people have been affected by severe drought in Southern Africa, which has led to water shortages and crop failure. More than 80,000 people were displaced and lost their homes due to severe rains and flooding in Rio Grande do Sul, Brazil. In September 2024, sustained drought helped spark forest fires across South America – the second largest set of wildfires of the 21st century – impacting millions of people, and causing significant deforestation of the Amazon and harm to the Pantanal wetlands.

Its negative effects affect different people in different ways. Women and girls face disproportionate impacts from climate change — largely because they make up the majority of the world’s poor, who are highly dependent on local natural resources for their livelihood. Particularly in rural areas, women and girls are often responsible for securing food, water, and firewood for their families. During times of drought and erratic rainfall, rural women work harder, walk further and spend more time securing income and resources for their families. This can also expose them to increased risks of sexual and gender-based violence, as climate change exacerbates existing conflicts, inequalities, and vulnerabilities.

When extreme weather disasters strike, women and children are 14 times more likely to die than men, mostly due to limited access to information, limited mobility, decision-making capacity, and resources. An estimated four out of five people displaced by the impacts of climate change are women and girls. Acute disasters can also disrupt essential services, including sexual and reproductive health care services, compounding the negative impacts for women and girls.

Further, the climate emergency also exacerbates pre-existing inequalities across and within countries, and women, girls, trans, intersex, and non-binary people are particularly vulnerable to these negative side effects. At the same time, it is the women's rights movement, environmental and climate justice movement and gender justice movement that are at the forefront of the struggle to achieve gender-transformative climate solutions. Given their position on the frontlines of the climate crisis, they are uniquely situated to be agents of change — to help find ways to mitigate the causes of global warming and adapt to its impacts on the ground.

The consequences of the climate crisis are predominantly felt by people, groups, countries, and regions, which have contributed the least to this crisis and have the least resources to protect themselves and their territories. Apart from the above, key facts show that:

- Women own less than 15 percent of all land, yet they are responsible for most of the work on this land;
- Climate change threatens to push up to 158 million more women and girls into poverty by mid-century, but still only 0.22 percent of official development assistance (ODA) for climate change and gender equality reaches women's rights organisations.
- 2.4 percent of all climate-related development assistance prioritises gender equality as a principal objective;
- In 2021, of the total amount of philanthropic giving estimated to be allocated to climate related issues, only 3 percent directly support women's environmental activism;
- Just 1 percent of climate related ODA reaches Indigenous Peoples;
- The world's poorest and most climate-vulnerable countries are spending more than twice as much to service their debts as they receive to fight the climate crisis (2021-2022).

The magnitude and urgency of the crisis require addressing the root causes and power structures that lie behind it through an approach that centres justice and human rights. Women's rights, environmental justice and climate justice movements from the Global South can play powerful roles due to their holistic focus on women's rights, gender equality, social justice, and promotion of collective interests and practices that promote living sustainably and in harmony with the environment.

Action against climate change and the promotion of gender equality are two essential priorities in 'A Changing World – Partnerships in Development', Denmark's Strategy for Development Cooperation. Further, the support and strengthening of local CSOs are in line with the core principles for development cooperation as well as the principle of Doing Development Differently. In line with the 'How to note on Social Sectors and Social Safety Nets', the GAGGA project works to strengthen the nexus of women's rights, environmental and climate justice at local, national, and regional levels and collaborates with. GAGGA also provides funding support to national, regional and global women's rights and environmental justice funds and organisations in more than 30 countries across Africa, Asia, Europe (Georgia), Latin America and the Pacific and prioritises support to groups who are working at the local level and have limited access to funding. 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. The project 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 and strengthening of civil society.

GAGGA is a multi-actor network that is harnessing the collective power of women's funds, environmental justice funds, non-governmental organisations (NGOs), and women-led community-based organisations (CBOs) that join forces from local to international levels to secure women's rights to water, food security, and to a clean, healthy, and safe environment. The GAGGA members are led by Both ENDS, a global environmental and climate justice NGO, Fondo Centroamericano de Mujeres (FCAM), a women's fund based in Central America, and Mama Cash, a women's fund working internationally. GAGGA's network consists of actors based in the Global South. Currently, GAGGA partners include¹:

- 26 national, regional and global women's and environmental justice funds;
- 42 NGOs; and
- 460 community-based women's rights and environmental justice organisations across the Global South.

Past results show that since 2016, GAGGA has:

- Channelled over €35 million in flexible funding to local, women-led groups working at the intersection of gender, environmental and climate justice;
- Strengthened capacities of more than 1,500 community-based organisations, women's and environmental justice funds and NGOs to effectively advance their agendas at the intersection of gender, environmental and climate justice at the local, national, regional and global level;
- Fostered over 60 knowledge exchange and learning sessions among partners, facilitating the sharing of strategies, successes, challenges and best practices.
- Launched over 1,000 bottom-up lobby and advocacy initiatives aimed at influencing international institutions, corporations, investors, governments and philanthropic donors. Financial and non-financial resources have been shifted away from harmful, profit-driven solutions and instead channel them into women-led, community-driven initiatives that foster real, sustainable change.
- Promoted cross-movement collaborations to influence actors at the local, national, regional, international levels to divest from fossil related industries, avoid harm to the environment and enable gender-transformative climate solutions.

In a midterm review commissioned by the Dutch Ministry of Foreign Affairs², the key finding was *“that overall, the GAGGA Alliance fills an important space at the intersection of gender and environmental and climate justice, centring the initiatives, priorities and experiences of the Global South”*. The MTR has several findings on Relevance and Coherence; Effectiveness; Efficiency; and Sustainability. One example is on Relevance and Coherence: *“GAGGA's Theory of Change (ToC) remains relevant and accurate, as it reflects both the challenges in the context and the usefulness of the strategies capacity strengthening, linking and learning and lobbying and advocacy. However, there is also room to further refine the ToC in particular regarding the*

¹ Over the past 10 years GAGGA has supported partners in over 60 countries in Africa, Latin America, Asia and the Pacific. GAGGA is not focusing on specific countries. However, for the purpose of this grant and based on Danida's policies, GAGGA's funding will be directed to OECD-DAC list of countries. For example, in 2024, GAGGA worked with GAGGA partners in Argentina, Bolivia, Brazil, Burkina Faso, Cambodia, Cameroon, Colombia, Democratic Republic of Congo, Ecuador, El Salvador, Fiji, Georgia, Ghana, Guatemala, Guinea, Honduras, India, Indonesia, Kenya, Malawi, Mexico, Mongolia, Nepal, Nicaragua, Nigeria, Paraguay, Philippines, Senegal, South Africa, Tanzania, Uganda, Zambia and Zimbabwe.

² Merits Partnership: Global Alliance for Green and Gender Action (GAGGA) Mid-Term Review, Final Report, 30 October 2023

targets on lobbying and advocacy. The MTR found that the result framework is an accurate reflection of the ToC, although it is somewhat limited by overemphasising quantitative and descriptive indicators". And further: "GAGGA's ways of work further provide added value by linking environmental and climate justice movements with women's rights and gender justice movements, while strengthening their capacities for advocacy at the local, national, and regional levels, and helping to amplify them at the global level." On Effectiveness: "GAGGA has met or surpassed the targets of its results framework".

A rationale behind this project is that in the GAGGA model, funds and NGOs provide women-led CBOs with technical and legal support, thematic expertise and funding, while further enhancing their connections with gender-transformative environmental movements. GAGGA's value-add is centred on the diversity as a network, the rootedness and focus on local realities, and the linkages across local-regional and international levels. The Alliance brings thematic expertise and a transformative and political approach to the climate crisis, capacity-building civil society, focusing on a structural perspective to address root causes behind climate change and inequalities and the key role of both women's rights and environmental justice movements.

An example is Lumière Synergie pour le Développement (LSD) and Both ENDS who both have expertise on monitoring international financial institutions and together support communities to raise their complaints from local to global levels. Another is the case of Analog Forestry, where GAGGA supports women trainers and strengthens the global network of women and communities implementing this practice worldwide. In Mexico, through FCAM, the grantees also receive capacity strengthening through connections with other grantees.

3. Project Objective

From the Danish perspective, the purpose of a project within gender and climate is two-fold – both to fund concrete gender-transformative climate solutions and action, but also to strengthen civil society as an end in itself.

GAGGA's three strategies (described below) fulfil this purpose, since beyond monetary grants, GAGGA also offers a robust array of non-monetary support to amplify the effectiveness of their partners. GAGGA provides mutual capacity strengthening through targeted workshops, knowledge exchanges, and comprehensive access to critical information. The joint lobbying and advocacy initiatives support community-based organisations and movements, strengthening their ability to influence policy and drive systemic change. This holistic support framework ensures that partners are equipped not only with financial resources, but also with those that creates spaces and opportunities for capacity building and collective knowledge sharing to enact lasting change.

GAGGA's strategic objective is for *"government, investor and donor policies and practices to respond to the collective demands of people-centred climate and women's rights movements from the Global South by taking urgent action to divest from fossil fuel (related) industries, defend critical ecosystems and support inclusive, sustainable and gender-just climate solutions"*. To achieve this objective, GAGGA implements three main intervention strategies: 1) Strengthening capacities of movements and scaling climate adaptation solutions; 2) Influencing and advocacy by linking climate, environmental and women's rights movements; and 3) Linking and Learning, influencing government, investors and donors.

1) Strengthening (Grant-Making & Accompaniment)

The strengthening strategy is designed to increase local women's leadership, resilience, and capacities for implementing gender-transformative climate action by providing financial resources to women-led CBOs, women's funds and environmental justice funds and strengthening the capacities and skills of women-led CBOs, NGOs and funds. GAGGA provides holistic support to women-led CBOs to engage in and develop their gender-transformative climate solutions and action. Financial resources and accompaniment will be provided to women-led CBOs by GAGGA Alliance members and GAGGA partners – women's and environmental justice funds who have close relationships, resources, capacity and expertise to support local CBOs. GAGGA supports partners to engage in collaborative lobbying and advocacy, enabling them to participate in important decision-making spaces at all levels, from local to global, related to climate and gender justice. In addition to financial support, GAGGA provides a range of accompaniment support to partners, including tools, information, advice and connections to support them in developing and strengthening their organisations according to their own needs and visions. Examples include support in areas such as holistic security, strategic planning, fundraising, and governance.

2) Influencing and advocacy

The influencing strategy supports funds, NGOs and CBOs to identify and implement the most relevant advocacy processes in programme countries, maps key influencing targets (governments, investors, donors), and leads or participates in various regional and international forums and dialogues. All actors in the Alliance, and in particular CBOs, have access to opportunities for linking to potential allies, decision-makers and decision-making spaces; learning about climate-related as well as gender justice topics; developing their lobbying and advocacy capacity; and accessing technical support. GAGGA supports women leaders, activists, Women Environmental Human Rights Defenders and their communities and movements, particularly those from rural, Black and Afro-descendent communities, and Indigenous Peoples, to pursue their own influencing and advocacy agendas based on their own assessment – given the (often restricted) contexts they face – of the possibilities for change. GAGGA has been actively engaged in capacity-strengthening efforts to enhance the skills and knowledge of women-led CBOs to effectively engage in advocacy and lobbying (A&L) actions. To support these capacities, GAGGA has fostered a vibrant platform for knowledge exchange and learning among its partners. This platform has facilitated the sharing of successes, challenges, and best practices, enabling partners to learn from each other's experiences. GAGGA is envisioned by its partners as a *“tree with many branches, all of which contribute to its vitality and success”*. This underscores the collaborative and inclusive nature of the alliance, where diverse perspectives and ideas are valued and leveraged for collective action.

3) Linking & Learning (L&L)

The linking strategy connects climate justice, environmental justice and women's rights movements for lobbying and advocacy on gender-transformative climate solutions by strategically linking Funds, NGOs, CBOs and movements, and facilitating learning sessions among partners and among women's rights and environmental justice funds for exchange of experience and ideas. GAGGA supports climate, environmental and women's rights groups and movements to come together, share their expertise and skills, and plant the seeds for collaboration. GAGGA partners learn from each other, cooperate and complement each other's work on diverse themes, with distinct constituents, advocacy targets, and strategies. GAGGA's cross-

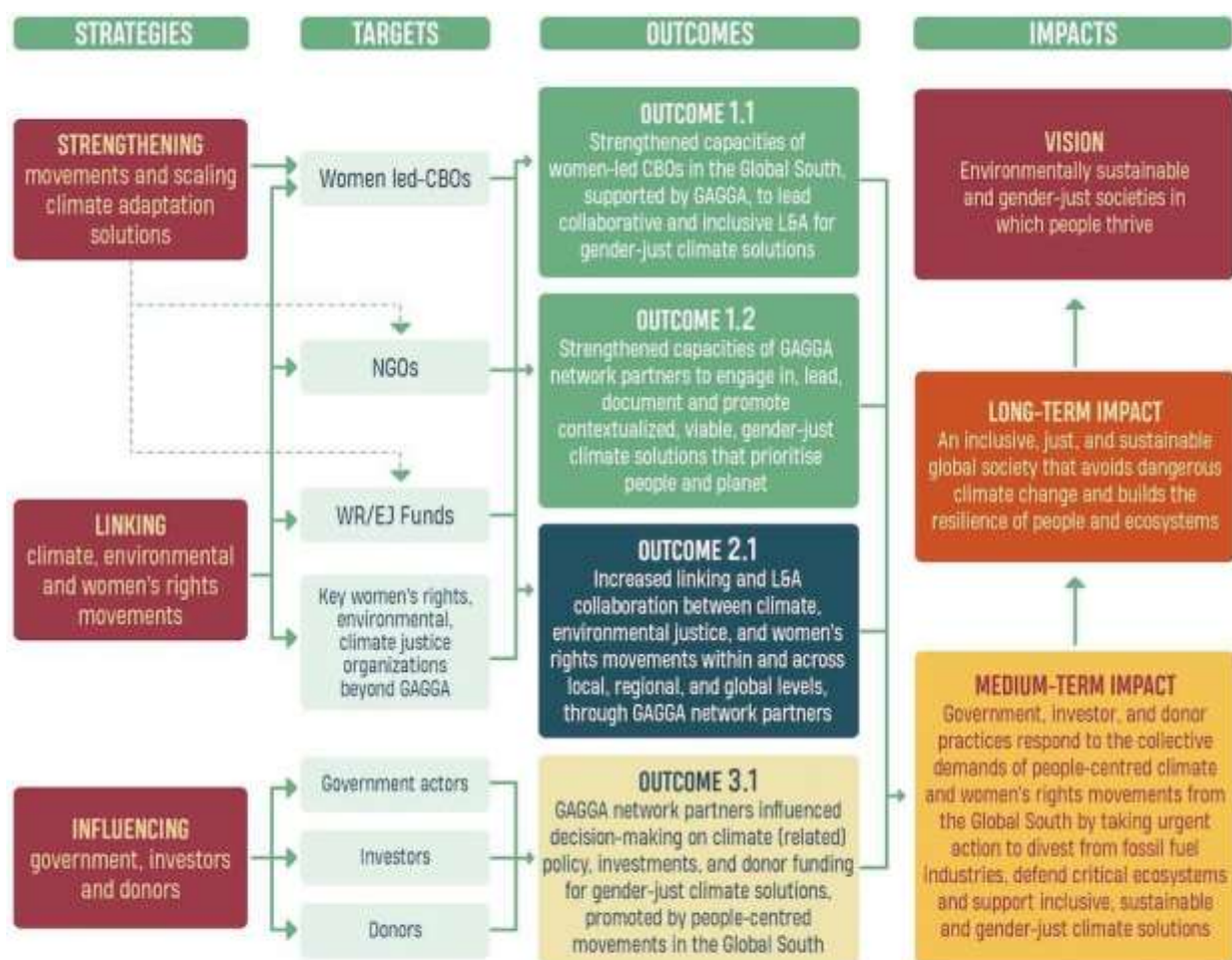
movement linking strategy is interwoven with the strategy to strengthen local women's leadership, resilience and capacities for lobby and advocacy for gender-transformative climate action. The two strategies are intentionally designed to complement each other and, in turn, strengthen the overall influence on governments, investors and donors. GAGGA's L&L work has brought together partners from different regions with common or compatible interests and priorities. It has led to or supported the creation of multi-country, multi-partner initiatives where participants report having very enriching experiences. In particular, partners appreciate the opportunity to showcase their experience and expertise, as well as the mutual learning that is possible when they can meet and exchange with like-minded organisations and individuals from other regions.

GAGGA catalyses the growing collective power of partners and accelerates their actions on the frontlines of gender, climate and environmental justice through three strategies.

4. Theory of change and key assumptions

Taking a local-to-global, regional approach, GAGGA targets beneficiaries in Africa, Asia, Europe (Georgia), Latin America, and the Pacific in contexts that are the most vulnerable to the impacts of climate change (extreme droughts and floods); have the most important carbon sinks (tropical forests); work where the world's main greenhouse gas polluters have enormous direct socio-ecological impacts and human rights violations; or where GAGGA has already built a strong network and is engaged with committed and effective partners and movements. A regional approach enables GAGGA to react to movement needs, maintain flexibility, and work around borders that are irrelevant to climate.

The figure below, sets out GAGGA's theory of change (ToC). The central assumption underlying the ToC is that unified and strengthened movements grounded in the leadership of women from the Global South will be more powerful, creative, dynamic and inclusive in influencing decision-making actors to take drastic planet-saving actions in support of gender-transformative climate approaches.



Note: Alliance Members and Strategic Allies are also included here, in their respective roles as Funds and NGOs.

5. Summary of the results framework

For results-based management, learning and reporting purposes, Denmark will base the actual support on progress attained in the implementation of the project as described in the project documentation. Progress will be measured through GAGGA's monitoring framework focusing on a limited number of key outcomes and corresponding outputs and their associated indicators.

As GAGGA did not receive any Danish support before 2025, the baseline for Denmark for each of the outcome and output indicators is 0. That is how GAGGA presents the result frameworks to all donors. Below the 2024 numbers are mentioned in order to indicate just to have an idea of what has been achieved in 2024. Those numbers are based on the support provided by a variety of donors with different grant sizes in 2024 and the situation will change every year, so there will not as such be a relation to the targets set for 2025 - 2027 with Danish support.

Project	Danish support to GAGGA 2025-2027
Project Objective	Government, investor and donor policies and practices respond to the collective demands of people-centred climate and women's rights movements from the Global South by taking urgent action to

	divest from fossil fuel (related) industries, defend critical ecosystems and support inclusive, sustainable and gender-just climate solutions.
Impact Indicator	SDG5 - Achieve gender equality and empower all women and girls SDG13 - Take urgent action to combat climate change and its impacts

Outcome 1		Strengthened capacities of women- led CBOs, NGOs and Funds in the Global South, supported by GAGGA, to lead collaborative and inclusive advocacy for gender-just climate actions and solutions	
Outcome indicator		Number of CBOs, NGOs and Funds reporting enhanced advocacy capacities for gender-just climate solutions as a result of GAGGA support.	
Baseline ³	Year	2024 ⁴	<ul style="list-style-type: none"> • Total: 353 (CBOs, NGOs and Funds)
Target	Year	2025	<ul style="list-style-type: none"> • Total: 304 (DANIDA not Included) • DANIDA: 6
Target	Year	2026	<ul style="list-style-type: none"> • Total: 25 (DANIDA not included) • DANIDA: 44
Target	Year	2027	<ul style="list-style-type: none"> • DANIDA: 34

Activities: GAGGA supports women-led CBOs in countries in the target regions through a combination of grant funding, capacity strengthening opportunities and tailored accompaniment. In addition to direct financial support, GAGGA provides non-financial support such as thematic workshops, peer-to-peer exchanges, organisational development, and access to knowledge and collaborative learning, delivered in partnership with project partners such as environmental and women's funds and NGOs.

This integrated approach aims to:

- 1) Increase women-led CBOs' access to information and knowledge on existing policies, laws and conventions, opportunities, and mechanisms for policy influencing, and relevant advocacy processes;
- 2) Enhance women-led CBO's capacities and skills to claim their rights, present proposals and demands, strengthen movements, protect Women Environmental Human Rights Defenders (WEHRDs), set their own advocacy agendas on gender-just climate action and solutions, and engage in collaborative advocacy on climate change mitigation and adaptation;
- 3) Connect CBOs with relevant actors (e.g. legal advisors, CSOs and social movements) to enhance learning, collaboration, and their ability to participate meaningfully in climate decision-making spaces at local, national, regional, and international levels.

Output 1.1	CBO, NGOs and Funds receive (financial and non-financial) support for gender-just climate actions and solutions
Output indicator	Number of CBOs, NGOs and Funds supported for gender-just climate actions and solutions

³ The baseline and targets provided in this result framework are based on GAGGA funding received from Dutch MFA and GAC in 2024 and 2025

⁴ Please note that some CBOs may have received funding from multiple sources

Baseline	Year	2024	<ul style="list-style-type: none"> • Total: 422 (CBOs, NGOs and Funds)
Target	Year	2025	<ul style="list-style-type: none"> • Total: 314 (DANIDA not Included) • DANIDA: 13
Target	Year	2026	<ul style="list-style-type: none"> • Total: 33 (DANIDA not Included) • DANIDA: 93
Target	Year	2027	<ul style="list-style-type: none"> • DANIDA: 73

Outcome 2		Increased linking between climate, environmental justice and women's rights movements within and across local and national levels as well as regionally and internationally.	
Outcome indicator		Number of GAGGA network partners reporting participation in new cross movement partnerships and/or strengthened participation in existing cross movements partnerships for advocacy on gender-just climate solutions across local, national, regional and international levels.	
Baseline	Year	2024	<ul style="list-style-type: none"> • Total: 231 (CBOs, NGOs and Funds)
Target	Year	2025	<ul style="list-style-type: none"> • Total: 268 (DANIDA not Included) • DANIDA: 7
Target	Year	2026	<ul style="list-style-type: none"> • Total: 20 (DANIDA not Included) • DANIDA: 45
Target	Year	2027	<ul style="list-style-type: none"> • DANIDA: 35

Activities: To achieve this, the project will facilitate and financially support collective spaces for planning, strategising, and collaboration cross local, national, regional, and international levels, and support the implementation of joint work plans and initiatives. By strengthening connections among women-led CBOs and climate, environmental, and women's rights movements globally, it aims to create synergies among women's rights efforts for more effective, inclusive, and gender-just climate advocacy. Intentionally, bringing these movements together will allow for joint learning, aligned strategies and actions, and amplifies the voices of women from climate-affected communities in the Global South, enhancing their collective power to influence climate policy.

This approach aims to:

- 1) Create synergies among women's rights efforts, for more effective, inclusive, and gender-just climate advocacy.
- 2) Establish spaces for joint learning and the alignment of strategies and actions across movements.
- 3) Amplify the voices of women from climate-affected communities in the Global South, enhancing their collective power to influence on climate policy.

Output 2.1		Collective spaces are created for linking, strategising and collaboration facilitated across local, national, regional and international levels.	
Output indicator		Number of collective spaces for linking, strategising and collaboration facilitated across local, national, regional and international levels.	
Baseline	Year	2024	<ul style="list-style-type: none"> • Total: 24 spaces
Target	Year	2025	<ul style="list-style-type: none"> • Total: 10 • DANIDA: 1
Target	Year	2026	<ul style="list-style-type: none"> • Total: 7 • DANIDA: 5
Target	Year	2027	<ul style="list-style-type: none"> • DANIDA: 5

Outcome 3		GAGGA network partners succeed in creating space for gender-just climate solutions promoted by people-centred movements in the Global South.	
Outcome indicator		Number of times GAGGA network partners succeed in creating space ⁵ for demands and positions through agenda setting, influencing the debate and/or creating opportunities to engage.	
Baseline	Year	2024	<ul style="list-style-type: none"> • Total: 148 times
Target	Year	2025	<ul style="list-style-type: none"> • Total: 132 (DANIDA not Included) • DANIDA: 5
Target	Year	2026	<ul style="list-style-type: none"> • Total: 17 (DANIDA not Included) • DANIDA: 25
Target	Year	2027	<ul style="list-style-type: none"> • DANIDA: 25

Activities under this outcome are based on women-led CBOs' self-identified needs, peer learning, advocacy opportunities, joint strategising, and exchanges within GAGGA's network. Activities are partly implemented by the GAGGA partners within their own communities, regions and countries, focusing on strengthening their knowledge, engaging policy makers at all levels and enhancing access to decision making spaces.

At the global level, activities include developing joint advocacy agendas and participating (often virtually) in key policy spaces such as the UNFCCC, COP and donor platforms. All initiatives will be designed with careful attention to the specific contexts and priorities of CBOs to reduce risks to their safety and well-being and to maximise impact. While the overarching focus is on gender-just climate action, including both mitigation and adaptation, partners are encouraged to adopt strategies and language that reflect their lived experiences

⁵ **Creating space:** Advocacy targets include CSOs in the decision-making process; advocacy targets react upon the positions of the CSOs by adopting their argumentation and terminology; advocacy targets react upon the positions of CSOs by putting their issues on the agenda.

and diverse realities. These often incorporate broader justice frameworks, such as environmental, ecological, and climate justice, as well as Indigenous Peoples, land, and LBTQI+ rights. Such approaches centres around local leadership and human rights, as foundations for living sustainably and with dignity in their territories.

GAGGA also recognises that advocacy strategies do not necessarily evolve in a linear path from the local to national, regional, and global spaces. There are multiple entry points to develop and implement advocacy strategies and agendas.

Output 3.1		Advocacy initiatives implemented by GAGGA network partners towards government actors, investors and/or donors for gender-just climate solutions.	
Output indicator		Number and type of advocacy initiatives by GAGGA network partners towards government actors, investors and/or donors.	
Baseline	Year	2024	<ul style="list-style-type: none"> • Total: 507 initiatives
Target	Year	2025	<ul style="list-style-type: none"> • Total: 150 (DANIDA not Included) • DANIDA: 4
Target	Year	2026	<ul style="list-style-type: none"> • Total: 34 (DANIDA not Included) • DANIDA: 80
Target	Year	2027	<ul style="list-style-type: none"> • DANIDA: 70

6. Inputs/budget

Grant-making is at the core of the GAGGA programme and is a critical element that will contribute to each of GAGGA's strategies. The individual and collective experience of the Alliance members has proven that CBOs require core, flexible, continuous and responsive funding to ensure that they have the resources needed to carry out their critical work, from their own agendas, according to their context, needs and priorities. Therefore, grant-making will cover the longer term, sustain and expand CBOs' activities, foster their autonomy, and enable them to be a powerful force in their communities to advance their own agendas (strengthening strategy). Funding allows CBOs to link with other actors, organise their own spaces to strategise collectively and increase their agency, and see themselves as part of a wider social movement (linking strategy). In addition, funding provides historically marginalised populations the financial independence whereby they can continue to organise and participate in relevant spaces locally, nationally, and internationally, affording them the legitimacy and recognition to undertake critical advocacy work and access funding from other donors and the government (influencing strategy).

The Danish project budget is 40 million DKK over two and half years (mid-2025-2027) to GAGGA's three intervention strategies. A budget for the Danish funding can be found in Annex 5b, and the percentage share amongst the three strategies will approximately be:

- DKK 16 million (40 percent) to 1) Strengthening capacities of movements and scaling climate adaptation solutions
- DKK 12 million (30 percent) to 2) Influencing and advocacy by linking climate, environmental and women's rights movements

- DKK 12 million (30 percent) to 3) Linking and Learning, influencing government, investors and donors

To see the budget details for the Danish funding, please see annex 5b, where the budget is presented as output-based in accordance with the Danish formats and guidelines. The tab “DANIDA template DKK” is output-based, i.e., per theme (strengthening, linking and influencing.) and type of costs (consultant, travel, etc.). More detail is visible in the budget in columns D to G of the “DANIDA template DKK” tab. Number of staff financed by the project can be found in the “DANIDA budget functional EUR” tab in columns O to Q. Different kind of grants to third partners can be found in the first tab of the budget under grant making explanations (columns O to Q).

To give an indication in an easy overview of GAGGA’s current 2025 budget (however without the Danish funding included):

GAGGA 2025 OPERATIONAL BUDGET

Amounts expressed in euros*

	Strategy 1: Strengthening local women's leadership, resilience and capacities for collaborative and inclusive L&A on gender-just climate solutions and action	Strategy 2: Linking climate, environmental and women's rights movements for L&A on gender-just climate solutions	Strategy 3: Influencing governments, investors, and donors for gender-just climate solutions	Total
I. Direct staff costs				
A. Staff costs	482,736.19	353,287.88	457,659.45	1,293,683.53
B. Consultants and advisers	35,473.17	25,813.06	46,930.90	108,217.13
Subtotal I	518,209.36	379,100.95	504,590.35	1,401,900.66
II. Other direct programme costs				
A. Activity costs	2,311,252.93	1,898,438.75	2,116,274.35	6,325,965.44
A.1 Grantmaking	2,064,526.21	1,712,373.04	1,913,301.28	5,690,200.53
A.1.1 Women-led CBOs	449,503.12	224,751.56	224,751.56	899,006.23
A.1.2 Women's Rights Funds	743,749.96	616,348.35	499,276.59	1,859,374.90
A.1.3 Strategic Allies	25,000.00	25,000.00	343,000.00	393,000.00
A.1.3 NGOs	364,186.71	364,186.71	364,186.71	1,092,560.12
A.1.3 Environmental Justice Funds	482,086.43	482,086.43	482,086.43	1,446,259.28
A.2 Linking and Learning	180,000.00	135,000.00	135,000.00	450,000.00
A.3 Other direct costs	66,726.13	51,065.71	67,973.07	185,764.91
B. Costs of consortium partners and local NGO	59,424.57	38,693.86	54,881.57	153,000.00
C. Activity-related travel costs	22,945.74	25,854.26	31,200.00	80,000.00
D. Project office costs (if applicable)	27,474.92	21,827.49	37,832.37	87,134.77
E. Equipment and investments	1,941.98	1,264.51	1,793.52	5,000.00
F. Monitoring, evaluation and auditing	48,459.28	31,957.27	43,583.45	124,000.00
F.1 Monitoring and evaluation	31,071.67	20,232.08	28,696.25	80,000.00
F.2 Audit	17,387.61	11,725.19	14,887.20	44,000.00
Subtotal II	2,471,496.82	2,018,036.14	2,285,565.25	6,775,100.21
Total of I and II	2,989,706.18	2,397,137.09	2,790,155.60	8,177,000.87
III. Overheads / indirect costs				
A. Not directly allocable administrative costs and support staff	448,179.80	324,724.63	325,022.83	1,097,927.26
TOTAL	3,437,887.98	2,721,861.71	3,115,178.43	9,274,928.12

7. Institutional and Management arrangement

Denmark will sign the bilateral grant agreement with Both ENDS, who will be the grant signatory for the GAGGA-project. The grant signatory, Both ENDS:

- 1) Will maintain the management and legal responsibility for the grant
- 2) Will forward the funds to the other two Alliance Members;
- 3) Will take responsibility on submitting an annual report including a financial report per agreed timeline.
- 4) The signatory will implement the following controls on funds channelled to Alliance partners:
 - a. Grant agreements are in place including provisions on reporting, safeguarding and fraud / corruption / non performance
 - b. Alliance Members submit consolidated narrative and financial reports to the grant signatory every six months.
 - c. Alliance Members share audited financial statements annually.
 - d. Annual reflection tool is completed via GAGGA PMEL system annually.

The project will be implemented by a Consortium of three member organisations of the GAGGA: Asociación Fondo Centroamericano de Mujeres (FCAM), Mama Cash (Mama Cash), and Both ENDS (Both ENDS). Project management and governance will follow the same general structure used for GAGGA's larger programmes, which is governed by three committees: The Steering Committee, the Program Committee, and the Finance Committee:

The Steering Committee is overall responsible for supervision, strategy development, program direction, decision-making, and authorisation of annual plans and budgets, as well as for governance of the Consortium. The composition consists of the three executive directors of the Consortium members. The Steering Committee is responsible for the strategic direction of the project and is the principal counterpart of Denmark at the overall project level and the implementation of the management tasks is mandated to the Program Committee, which reports on the implementation of this to the Steering Committee through the Alliance Co-Coordinators (one from each Consortium member). The Steering Committee meets four times per year. One of those meetings will be held in person, to monitor the implementation of the project, provide strategic advice on planning and discuss strategies. Ad-hoc meetings will be organised as needed.

The Program Committee is responsible for the substantive cohesion of GAGGA's entire program and guarantee the development and implementation of Planning, Monitoring, Evaluation, and Learning (PMEL). The Program Committee consists of the two Alliance Co-Coordinators and one program's representative of each of the three Consortium members. The members of the Program Committee are the ones responsible for the projects of the Program in their own organisation. The Program Committee is responsible for implementing the project and providing input for the narrative reporting to the Alliance Co-Coordinators according to the applicable formats. The Program Committee reports to the Steering Committee through the Alliance Co-Coordinators. The Program Committee will refer to the Steering Committee in case of dilemmas and differences of insight between Program Committee members. Decisions about the implementation of the project will be made on a consensus basis by the Consortium members involved, within the framework of the project, its objectives and expected results, and the decision-making of the Steering Committee. The Program Committee will meet virtually every two weeks and at least once a year in person to prepare annual

work plans, to evaluate and discuss the effectiveness of the strategy, to monitor progress, and to make operational adjustments to the project.

The Finance Committee is responsible for executing the financial guidelines of the project as directed by the Program Committee and consists of two finance representatives of the grant signatory and one from each of the other two Consortium members. The Finance Committee is responsible for executing the financial guidelines of the project as directed by the Program Committee. The Finance Committee is chaired by the Finance Director of the grant signatory who is responsible for developing the formats and timeline for reporting and for the financial report to Denmark, ensuring that these leave sufficient flexibility to each organisation to follow its own procedures. If there is a conflict between the Finance Committee and the Program Committee, the Steering Committee will make the final decision. The Finance Committee is responsible for preparing the budget and financial reports of the project and will meet at least twice per year virtually—once for reporting, once for planning— including the evaluation financial reports, discussions about the effectiveness of the budget and financial reports, and auditing process, among others.

This will ensure overall cohesion, efficiency, and effectiveness, and that there is no duplication of funding. However, all Consortium members have also signed a separate memorandum of understanding (MoU) that will incorporate the specific requirements for this project as set out in the agreement with Denmark. Denmark will be invited to participate in at least one meeting annually with the Steering Committee and/or to other project meetings, as relevant to the issues being discussed, and as necessary.

Code of Conduct

Both ENDS has a Code of Conduct that applies to its employees, partner organisations and service providers that receive funds from Both ENDS, and self-employed professionals or freelancers who do work for Both ENDS. The Code includes specific articles addressing fraud, corruption, partiality, conflicts of interest, and other related issues. Employees are required to sign the code of conduct as well as the company handbook that further specifies permissible conduct. The code of conduct is also included as an addendum to the MOUs signed with partners. In addition, Both ENDS' Mismanagement, Fraud, and Corruption Policy provides a clear definition and examples of fraud and corruption and sets out procedures for reporting suspected cases (including via whistle-blowing reporting service "SeeHearSpeakup"), as well as measures to be taken where instances of fraud and corruption have been confirmed. All policies are accessible on our website. Both ENDS Audit protocol document indicates Both ENDS audit process towards partners as well as Consortium level. All partners sign an MoU indicating all requirements.

FCAM's Code of Ethics and Conduct is mandatory for all staff, consultants, volunteers, and board members. It outlines behavioural standards, including prohibitions against fraud, corruption, and conflicts of interest, and emphasises transparency and accountability. The Code must be read prior to contract signing, and members are expected to understand reporting procedures. Violations—especially serious ones—may lead to disciplinary action, dismissal, or legal consequences.

Mama Cash's Code of Conduct applies to all employees and representatives, including its Supervisory and Managing Boards. It integrates policies on gifts, fraud, corruption, and conflicts of interest. New employees are introduced to the Code during onboarding and must formally agree to its terms. Mama Cash also provides biannual anti-fraud prevention training for programmatic staff to build awareness and best practices.

Grantee-partners are required to report any actual or suspected fraud, misconduct, or irregularities immediately. Mama Cash maintains a formal complaints procedure, which includes access to an independent whistle-blower service, SeeHearSpeakUp.

The Department for Multilateral Cooperation and Policy in the Ministry of Foreign Affairs of Denmark shall have the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the project.

After the termination of the project support, the Department for Multilateral Cooperation and Policy in the Ministry of Foreign Affairs of Denmark reserves the right to carry out evaluations in accordance with this article.

Sexual Exploitation, Abuse, and Harassment (SEAH)

GAGGA is committed to the highest standards of integrity and ethical conduct in all its operations. GAGGA maintains a strict zero-tolerance policy toward any form of exploitative or abusive behavior by those associated with the organisation, their partners, or activities carried out on their behalf. Each GAGGA Alliance Member has its own institutional safeguarding policies in place, which are in turn part of the agreements with grantee partners:

Both ENDS' safeguarding framework, part of its broader integrity system, includes a SEAH Policy, Code of Conduct, complaint procedures, and a whistleblowing service. The SEAH Policy rests on four pillars: prevention, reporting, accountability, and survivor support. Preventive measures cover recruitment, partner due diligence, risk management, and safe programming. Accessible and confidential reporting channels are available to staff, partners, and communities. Further, Both ENDS ensures that investigations are conducted in a timely and transparent manner, maintaining confidentiality and fairness. Finally, Both ENDS takes a survivor-centered approach, prioritising safety, dignity, and respect. Survivors are supported with access to counseling, medical care, legal assistance, and other necessary services, while their rights and choices remain central throughout the process.

Mama Cash's safeguarding policies are part of the code of conduct, as well as the grant conditions, which are an integral part of the grant contracts and therefore binding. Mama Cash also has a complaint procedure on their website (<https://www.mamacash.org/en/complaints-procedure>). They offer all grantee-partners and their stakeholders the opportunity to anonymously report SEAH incidents, fraud, etc. Once a year, the Management Team reviews and evaluates how Mama Cash has handled all complaints and appeals they have received in the previous 12 months, as part of the annual ISO management review process. Mama Cash is a CBF⁶-certified organisation, related to our legal status in the Netherlands. If a complaint has not been settled by Mama Cash, one could file a complaint at CBF.

Similar to the other alliance members, FCAM's safeguarding policy is embedded in their Code of Conduct and supported by appropriate procedures to prevent SEAH, promote a safe and respectful environment, and protect all individuals, especially the communities we work with.

⁶ The Dutch Charity Regulator

In addition, GAGGA is aware that risks to the safety and security of partners and activists are high, as Women Environmental Human Rights Defenders (WEHRDs) suffer gender-based violence, threats, stigma, social rejection and worse, not only because they are promoting and defending environmental and other rights, but also because the people doing the work are women and women participating in public life in these ways are generally stigmatised. Impact of this risk would be high since, as WEHRDs and their organisations become more visible, the risks of attacks increase. GAGGA takes all measures possible to mitigate this risk. This includes making clear agreements with partners about danger and how to minimise it to the extent that is within GAGGA's control. GAGGA also provides access to networks and organisations specialised in security for civil society actors, such as the Urgent Action Funds network, OpenBriefing, Frontline Defenders, and others. Where relevant, project initiatives will address enhancing civic space and safeguarding human rights. GAGGA further ensures all publications by GAGGA take into consideration the security of activists and organisations and ensure secure exchange of digital data. They also inform relevant embassies on civic space issues and discuss if any support is possible (diplomatic or other) and liaise with other strategic partnerships to share and coordinate information and support to partners.

8. Financial Management, planning and reporting

The figure further below outlines the structure of the GAGGA network. The grant signatory, Both ENDS, receives the contribution from Denmark and distributes the share allocated to other Alliance Members according to approved budgets, but also directly to grantees. The two other Alliance Members, Mama Cash and FCAM, will then respectively transfer funds to their grantees. The grantees, Women-led Community-Based Organisations, represent GAGGA's primary stakeholders. Every year GAGGA has re-granted more than 70 percent of its budget to grantee-partners⁷. The Alliance Members combine their perspectives and expertise to coordinate the strategic direction of GAGGA. FCAM and Mama Cash are part of the women's rights and women's rights movements, and Both ENDS is part of the environmental and climate justice movement. As Alliance Members they lead participatory programme development, provide decentralised funding, accompaniment and help strengthen linkages and lobbying and advocacy (L&A) agendas among local, regional, and global partners and movements. A Coordination Unit⁸ supports Alliance Members in ensuring alignment, collective decision-making and implementation of GAGGA's programme across its three programme strategies.

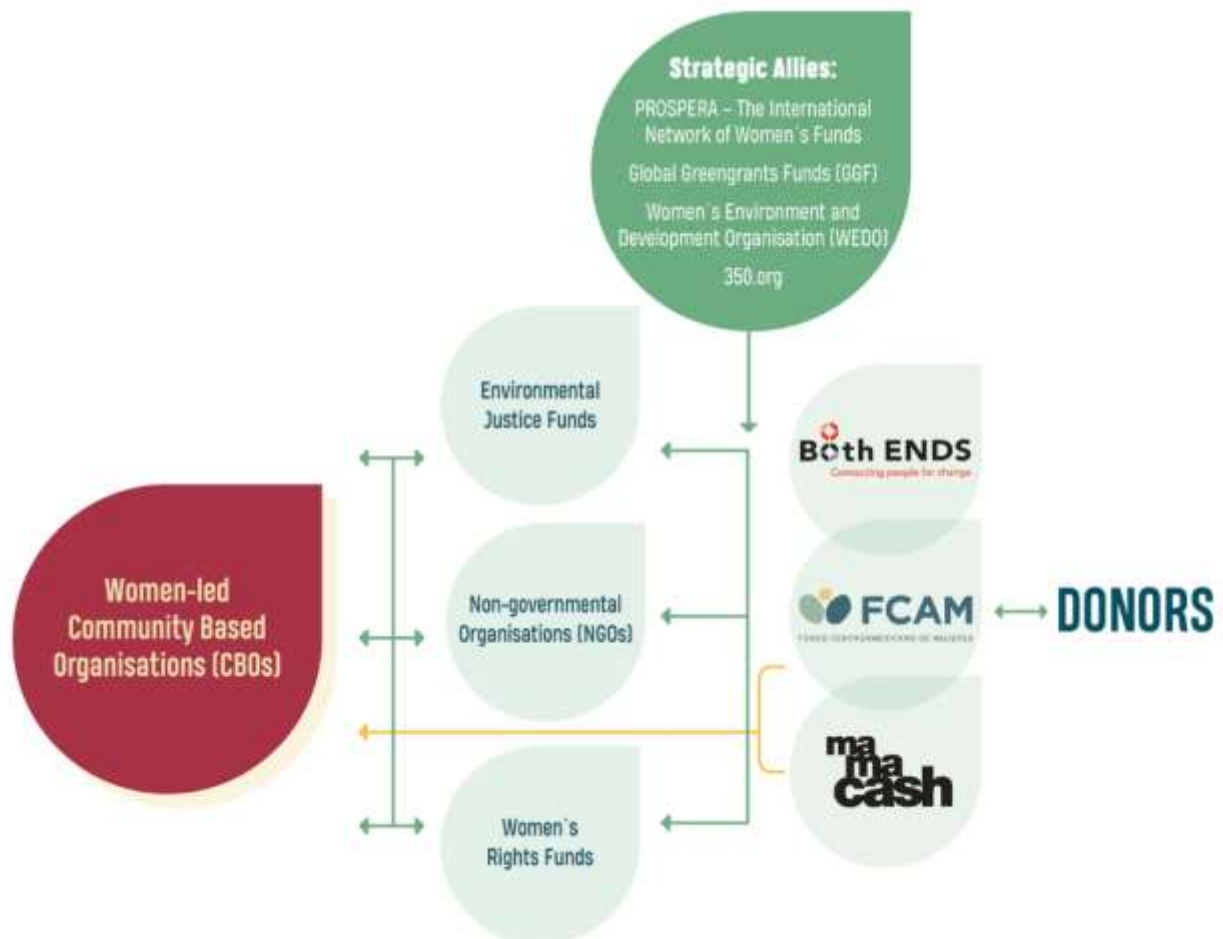
In addition to the three Alliance members, the project will work with partner organisations in each region⁹ to provide grants and other support to women-led CBOs. These partners are i) women's and environmental justice funds operating at national, regional, or global levels and sometimes thematically, that will provide grants and other strategic support; and ii) NGOs and NGO networks and alliances with expertise in linking climate action, women's rights, and environmental justice issues that will accompany women-led CBOs to jointly develop and implement L&A agendas. The three alliance members establish MOUs/ agreements/grant contracts (depending on the organisation's internal process) with their partners to ensure they can adequately account for their use of funds to respect the contribution agreement requirements. These

⁷ The mechanism and approval process of grants and other support to the partner organisations can be seen in closer detail in Annex 5c.

⁸ This refers to the GAGGA Team which consists of the Alliance Coordinator, Finance and Operations officer, PMEL officer, Communication Officer and Donor Engagement Officer. They facilitate various working groups that plan, implement and assess strategies.

⁹ See countries in footnote 1.

MOUs/grant contracts include controls and processes in place to mitigate associated risks, such as, fraud, corruption, misconduct, and misuse of funds.



See annex 6 for further information about the Alliance members Grant-making Mechanisms

Audit reporting

Both ENDS performs an organisational audit and if required project-specific audit provisions, according to Danida's audit protocol. Both ENDS has an annual organisational wide audit that follows the standards for Dutch fundraising NGO's (RJ650) with an overview of all projects run in the respective year. Per project it shows the donor funding received, both contract amount and instalments received. It also shows the expenses and the balance by year end. The audited accounts follow the calendar year and are published on the organisational website. In addition, all sub-grantees that receive a grant over EUR 50.000 are required to submit an audited financial statement to Both ENDS.

Fondo Centroamericano de Mujeres (FCAM) is audited annually and its audit results are presented to the FCAM Management, through a letter which includes feedback and recommendations. FCAM follows the Dutch MFA audit protocol. In addition, FCAM has a standard of auditing 30 per cent of its grantee-partners per year. Organisations that are legally registered and perform organisational audits have to submit audited financial statements to FCAM.

Mama Cash is audited annually by Dubois & Co which follows the standards of Dutch fundraising NGOs (RJ650) with an overview of all projects run in that year. The auditor reports back to the Managing and Supervisory Board through the Audit report. The auditor's report is published in Mama Cash's annual report on the organisational website. In addition, all Mama Cash's grantee-partners (sub-grantees) with an annual organisational budget of (or the equivalent of) EUR 150.000 and/or with a grant amount of EUR 50.000 or more must submit an audited financial statement to Mama Cash. Grantee-partners who submit an unaudited financial report may be subject to an audit carried out by an auditor assigned by Mama Cash; or an online verification process, carried out by Mama Cash. Auditing procedures of all grantee-partners are explained in Mama Cash's audit manual.

At each point in the process of transferring funds, all organisations receiving grants will provide narrative and financial reports accounting for the funds to the Alliance Member from which they received their grant. The Alliance Members will, in turn, provide consolidated reports to Both ENDS. Other financial monitoring measures are included in the grant contracts that all organisations sign upon receiving a grant. Please see Annex 5c for further detail.

Planning, Monitoring, Evaluation, and Learning (PMEL)

Since its establishment in 2016, GAGGA has developed and implemented a participatory PMEL approach that is transparent, accountable, responsive and adaptive to the contexts that partners are working in. This approach ensures 1) the systematic collection, analysis and use of information for monitoring the program's progress and impact; 2) provides space for reflection and learning within GAGGA's network; 3) and ensures accountability to its partners and donors.

For Denmark, GAGGA will set up a similar system in accordance with the grant. GAGGA will ensure that the PMEL processes includes space for reflection and learning which will ensure accountability with Denmark as well as all GAGGA partners who would be part of this grant.

All PMEL indicators are structured into a PMEL Plan. The plan states a timeline for data collection, monitoring, analysis and any programmatic evaluation needs over the period of the grant cycle. GAGGA employs a cross-sectional approach crucial to understanding the changes partners are experiencing. GAGGA also recognises that change is non-linear and complex especially when working in the intersections of gender, climate and environmental justice.

PMEL Tools

GAGGA collects quantitative and qualitative data using the following suite of data collection tools to track progress across the three strategies. Each tool (explained below) has been specifically designed to understand the above strategies from the perspectives of NGOs, CBOs and Funds.

GAGGA Annual Survey: Standardised survey for GAGGA partner women's funds, environmental justice funds and NGOs, completed at the end of each calendar year to obtain an overview of the program and identify progress against quantitative and qualitative indicators. Through the Annual Survey, GAGGA identifies local, regional and global trends around key priority issues for CBOs, NGOs and Funds in relation to their advocacy work on gender-transformative climate solutions, as well as how best to support their strengthening, linking and influencing strategies. The survey includes all GAGGA donors and their reporting needs along with GAGGA learning priorities. There are two types of surveys within this: One for NGOs and Funds; Second for all CBOs

GAGGA Alliance Members and Annual Reflection Tool: This tool aims to guide discussion and further reflection within and among the three alliance members and total number of strategic allies on the work of GAGGA as an alliance as well as on the partnership itself. Specifically, it invites reflection on:

- Key results, lessons learned and challenges for GAGGA, within that reporting year.
- The ways in which then partnership has developed through the contributions of each Alliance Member.
- The contribution of GAGGA Alliance Members and Strategic Allies to cross-movement strengthening between women's rights and environmental and climate justice movements, within that reporting year.

Most Significant Change (MSC) Stories: Qualitative tool for GAGGA network partners to understand changes within GAGGA's network and among targeted advocacy actors (governments, investors and donors), ways in which these changes occur and the role of the organisations working towards these changes which are mainly attitudinal and behavioural especially within the lobbying and advocacy work of GAGGA. Such stories include successful examples of these actors supporting and promoting gender-transformative climate solutions. It is important to note that MSC Stories are collected every two years. As change is expected to happen over a longer time period. The MSC stories include evidence of successful L&A, i.e., of occasions where demands of CBOs and/or other GAGGA partners contributed to shifts by governments, investors and/or donors.

The tools elaborated above have been developed and used throughout the GAGGA 2020 - 2025 program. They are reviewed annually, based on partner feedback, and are revised as per each year's commitment which GAGGA has towards their donors and partners. necessary. This is also one of the processes through which GAGGA ensures that the PMEL system is adaptable.

All GAGGA data collection tools are available and can be completed online, with sufficient time for partners to complete them (at least three months) according to the GAGGA PMEL plan. They are hosted on a robust and secure server and platform, to ensure the safety of all GAGGA's partners. If partners do not have access to the Internet, GAGGA provides alternative options, including sending and returning the forms via email or sending the information requested through a voice note (WhatsApp or Signal Messaging App), and is flexible to accommodate other options proposed by network partners. All tools and guidelines are also available in three languages (English, French and Spanish).

Learning spaces

GAGGA PMEL hosts two types of learning spaces for their partners. On one hand, the capacity building workshop for all partners (CBOs, NGOs and Funds), which focuses on the annual PMEL Tools and MSC Tools.

These workshops are conducted with simultaneous interpretation in (English, Spanish, Portuguese and French) to ensure accessibility by all partners. Each alliance member with the GAGGA PMEL Officer conducts 2-3 workshops of their partners keeping in mind then time zone partners are in. On the other hand, the feedback learning space which collects feedback from GAGGA partners from their experience with the annual data collection of GAGGA. This also includes presentation of analysed data by GAGGA to their partners and also receive feedback from them.

Reporting

Various reports and documents are developed based on the data collected, supporting the data analysis and to facilitate access to the information collected from the various GAGGA partners:

- Survey data bases: Following the data collection process, an excel data base is developed annually for all annual surveys.
- MEL report for Donors: According to the requirements from donors and funders.
- Reflection tools report: A narrative report on the reflection tools is developed.
- MEL general report: A MEL detailed report is developed annually. It aims to integrate the progress information recollected through the PMEL tools, the annual survey, the excel on CBOs, the reflection tools, the Linking & Learning projects (and the MSC change stories when relevant).

PMEL Process Evaluation

A process evaluation is conducted annually taking under considerations aspects relevant to communications, tolls and the overall PMEL system. This evaluation is one of the most important foundations upon which we build our relationship with partners, ensuring that our processes comply with the guiding principles aforementioned. GAGGA gathers insights on challenges and gaps in annual data collection through three key methods. First, facilitated learning spaces serve as a primary avenue for identifying issues.

9. Risk Management

GAGGA's Risks Assessment and Mitigation Plan) factors in contextual risks, programme risks, organisational risks, and Risks related to Technology & Data (see annex 4 for full risk matrix.

Risk	Likelihood	Impact	Rate Acceptability of Risk	Insurance available against risk	Mitigation measures
Contextual risks					
Climate Change	High All countries and regions in the world are subjected to the consequences of climate change. GAGGA's programme chooses to work in countries that have high rates of vulnerability (climate-impacted countries) or those, that given their important resources and	High All countries are dealing with the effects of changing climate. Without urgent and concrete actions that are supported by policies, the situation for planet and people will worsen rapidly.	No	No	GAGGA's programme aims at climate change mitigation and adaptation measures. The planning process takes into account climate-related events that could affect the realisation of activities. The planning process integrates the assessment of climate-related risks to ensure activities remain adaptable and effectively implemented under

	ecosystems, are being rapidly exploited.				changing conditions. This includes drawing on local knowledge, monitoring systems, and coping mechanisms, as well as designing activities that are resilient to climate impacts.
Security Situation: Civic Space, Human Rights and Conflict Sensitivity	<p>Moderate to High</p> <p>Following the Civicus Monitor tracking civic space, GAGGA will work in countries that are considered Repressive (11 countries), Obstructed (14 countries) and Narrowed (3 countries). Restrictive civic space often aggravates human rights situations and increases conflict sensitivity.</p>	<p>Moderate</p> <p>This situation is not new to GAGGA and partners. At both levels GAGGA has been able to develop strategies to ensure resilience in its work, even in such challenging circumstances.</p>	Yes	No	<ul style="list-style-type: none"> - Maintain secure and regular contact with partners in risk areas and constantly monitor the context in each country or region. - Work more low-key and avoid visibility of WEHRDs. - Replace high level L&A events with more local level L&A. - Address policy issues at the international level instead of the national level. <p>Alliance members maintain Safety Policies and Guidelines that staff are required to follow at all times. Staff traveling to high-risk (orange) areas receive annual HEAT training. In line with our duty of care, GAGGA also supports partners to strengthen their protection, well-being, and resilience. Support includes access to trainings, self-care initiatives, practical security measures, and emergency funding.</p>
Programme risks					
Fraud, corruption – impact on results	<p>Low to moderate</p> <p>GAGGA works in close contact with its partners and many of them are longer term contacts.</p>	<p>Moderate</p> <p>As WEHRDs and their organisations become more visible given the L&A work developed, the risks of attacks increase.</p>	Yes	No	<ul style="list-style-type: none"> -Implementation of alliance members’ procedures to prevent and handle any sign of fraud and corruption. - Irregularities will always be shared by the alliance members with the lead of the alliance and communicated with the MFA through the grant signatory.
Safety & security of partners & activists (defenders)	<p>High</p> <p>See Civicus Monitor tracking civic space: WEHRDs suffer threats, stigma, social rejection and worse, not only</p>	<p>Moderate</p> <p>As WEHRDs and their organisations become more visible given the L&A work</p>	Yes	No	<ul style="list-style-type: none"> - Make clear agreements about danger and how to minimise it within GAGGA’s control. - Provide access to networks and organisations specialised in security for

	because they are promoting and defending environmental and other rights, but also because the people doing the work are women.	developed, the risks of attacks increase.			civil society actors, such as Urgent Action Fund, Front-line Defenders, and others. - Where relevant, L&A initiatives will address enhancing civic space and safeguarding human rights. - Ensure all publications by GAGGA take into consideration
Organisational risks					
Dwindling commitment of alliance members for chain responsibility, continuity, expertise, degree of independence, internal control	Low GAGGA alliance members have built a solid partnership over the past seven years based on trust, transparency, and mutual respect. Each Alliance Member is a robust and sound organisation, with a proven track record in working with transparency and respect to its own values and others. In 2022, we implemented the improved Consortium level structure, which will better support the programme needs.	Moderate	Yes	No	- Maintain and continue to strengthen the alliance membership through planned meetings as well as the ongoing work of the different committees among alliance members and GAGGA staff. - Continue to have a sound accountability mechanism among the alliance members. - Continue working with professional facilitators to prepare, facilitate and evaluate all Alliance meetings.
Fraud, and inappropriate behaviour	Low GAGGA alliance members all have individual and Consortium-wide policies to prevent fraud and inappropriate behaviour is prevented as much as possible. This ensured that signs of fraud or inappropriate behaviour are signalled early on if they were to occur.	Moderate The impact, if not handled with care and transparency, could be a loss of trust.	Yes	No	- All alliance members have systems, policies, and practices in place, that include integrity provisions. - All alliance members have individual and Consortium-wide SEAH policy in place. - All alliance members have financial due diligence in place.
Risks related to Technology & Data					
Technical maintenance, financial sustainability, Intellectual Property/licenses and management of software and data after the	Low GAGGA uses existing secure open-source (and thus mostly low-cost) technology.	Low GAGGA is not very technology dependent. It mostly uses technology for communications purposes, for which alternatives exist.	Yes	No	- Integrate back-up platforms in internal communications strategy to use in case the platform of choice is down or unavailable - Content created by the alliance will also be published license free and hosted on independent

programme has ended					platforms to ensure their availability.
Exclusion of some partners and/or local CBOs due to lack of access to internet and/or other technologies	Moderate As GAGGA is in direct contact with Funds and NGOs that are able to identify the best way for local CBOs to gain access and identify their needs for support on this.	Low GAGGA alliance members and network partners have been working with excluded communities over the years, dealing with such challenges.	Yes	No	- GAGGA will invest in providing means of communication such as smart phones and/or otherwise supporting access to internet / technologies.

10. Closure

The Danish contribution has a natural closure, since it is a time-limited project beginning in 2025 and finishing by the end of 2027. Therefore, GAGGA will continue beyond Danish support and the final report and final audit will be the GAGGA 2027 annual report and 2027 audited account. In case all Danish funds have not been used, Both ENDS, on half of GAGGA, will be asked to return unspent funds. The Department for Multilateral Cooperation and Policy will make sure to finalise all relevant procedures in PMI and FMI.

Annexes:

Annex 1: Context Analysis

Annex 2: Partner Assessment

Annex 3a+b: Theory of Change and Result Framework

Annex 4: Risk Management

Annex 5a+b+c: Financial Summary, Danida Budget, Flow of Funding and Financial Controls

Annex 6: List of Supplementary Materials

Annex 7: Plan for Communication of Results (missing)

Annex 8: Process Action Plan for Implementation

Annex 9: Quality Assurance Checklist and signed table of appraisal recommendations and follow-up actions taken, depending on whether the appraisal has been conducted by a development specialist

Annex 1 - Context Analysis¹

Climate change causes widespread impacts on the livelihoods and wellbeing of people. Women and girls are among the groups hardest hit by the impacts of climate change due to significant inequalities in societies that limit women's and girls' opportunities to access and control resources essential for building resilience and the ability to bounce back from for example disasters attributed to climate change (IPCC, 2022). The impacts of climate change increase the vulnerabilities of women and girls that are already bearing an uneven burden of developmental and humanitarian challenges. Sustainable development and gender equality are intrinsically linked and intertwined with climate change. Climate change impacts are predicted to increase in frequency, severity and geographic scope making already worrying situations worse.

The polycrisis of conflict, climate change, COVID 19, global decline in democracy and rise of authoritarian regimes threaten to unravel some of the progress that has been made on achieving the Sustainable Development Goals (SDGs) (UN, 2023). The knowledge and evidence base on the intersection of climate change, gender equality and sexual and reproductive health and rights (SRHR) is constantly growing and provides insights into how the vulnerabilities and resilience of women and girls is affected by climate change. The scientific evidence is increasingly mapping new interlinkages between climate change, gender equality and SRHR for example in areas of sexual and gender-based violence (SGBV) and child marriage. The recent reports of the Intergovernmental Panel on Climate Change (IPCC) are very clear on the impacts, causes and drivers of climate change on societies, people and planet and on those in the most vulnerable situations. For governments and civil society to respond effectively to these impacts, causes and drivers, the needs of those with least capacity, opportunity, and voice to respond effectively to climate impacts need to be integrated into the design of both climate change programmes and development programmes. Despite the complexity of intersectional analysis, it is important to note that the solutions to tackling vulnerabilities intertwined with climate change impacts are not necessarily novel or different from successful solutions applied in for example gender programmes that address the root causes of inequality and promote more just societies.

Rising global average temperatures and CO² emissions increase the risks of human induced direct climate change impacts such as more frequent and more extreme weather and slow-onset events. Climate change thus increases the risk of negative impacts on people's livelihoods, inequalities, and societal stability. People in vulnerable and marginalised situations and/or people that experience for example gender inequality experience climate change risks to a higher degree as they have few coping resources and/or little control over their resources. Achieving the long-term goals of the Paris Agreement and reducing the risk posed by climate change on people, societies and planet is key for the progress in achieving the Sustainable Development Goals (SDGs). Ambitious global mitigation actions, expressed through the level of ambition in existing and forthcoming nationally determined contributions (NDCs), and the level of implementation of existing NDCs - climate action - is essential for keeping global temperature levels below the 1.5 degrees' goal. The first global stocktake held at COP28 in 2023, showed that although progress has been made in the implementation of NDCs, it is not sufficient to keep global temperatures below 1.5 degrees. This implies that those most vulnerable to climate change will experience climate change impacts and that there is a risk of unravelling the progress that has been made in achieving the SDGs. Limiting climate change impacts through ambitious climate mitigation, adaptation and resilience building actions, thereby reducing the impacts experienced by women is a prerequisite for achieving gender equality and protecting the human rights of women.

Support the integration of women as agents of change in policy review processes related to the NDCs and NAPs.

¹ Partly taken from the desk-study MULTI had made in 2024 by Nordic Consulting Group A/S: The intersections between climate change and gender equality and sexual and reproductive health and rights Mapping and analysis of the evidence base.

Women in all their diversity are key for driving, scaling and disseminating climate change solutions in both adaptation, mitigation and resilience building. Yet, the analysis has shown that women and gender considerations are not adequately reflected in policies, plans and implementation strategies related to climate change, and women are not adequately included in decision-making processes at local, national or international levels. There is evidence that the voices of women as change agents are not adequately heard, reflected or included in policy and climate action. Gender aware forms of participation are fundamental for the elimination of systemic injustices and overcoming existing inequalities. Generally, research of climate policy instruments has shown a failure to include women to an adequate level in the development, design and implementation of climate related policies. There is a need for a narrative shift of seeing women as merely vulnerable victims of climate change, to bearers of knowledge, capacity and agency that are essential for climate mitigation and adaptation actions and solutions. Just transition policies should reflect the social implications of transitioning, including how women and men are affected differently both in formal and informal sectors as well as in the care economy.

Why women are key to climate action?²

Given their position on the frontlines of the climate crisis, women are uniquely situated to be agents of change — to help find ways to mitigate the causes of global warming and adapt to its impacts on the ground. Women are responsible for half of the world's food production. In developing countries, they produce even up to 80 per cent of food. As farmers, women have learned how to cope with and adapt to climate change, for example, by practicing sustainable agriculture in harmony with nature, switching to drought-resistant seeds, employing low-impact or organic soil management techniques, or leading community-based reforestation and restoration efforts. Indigenous women have been at the forefront of environmental conservation. They bring invaluable ancestral knowledge and practices that build resilience in a changing climate, for example, by preserving crop biodiversity and seed varieties, protecting pollinators and local bee populations, using natural soil building and fertilization methods, or leaving forests intact. But women have less access to a range of resources, from land rights and credit to education and technology. If women had the same access to productive resources as men, farm yields could increase by 20–30 per cent, feeding an additional 100 to 150 million people. This would reduce the pressure to cut down trees for more agricultural land – one of the biggest drivers of climate change. Worldwide, more than half of forest loss is due to conversion of forest into cropland.

Further, women carry out at least two and a half times more unpaid household and care work than men. When climate disasters hit – such as floods, wildfires, droughts and storms – women take on additional burdens. As they usually have the primary responsibility for caring for a home and the people in it, women are often the first responders in disasters, rescuing children, elderly, persons with disabilities, and other community members, and informing local authorities and emergency teams. After a disaster, women will likely be responsible for caring for the sick and injured, providing support for their families and helping communities recover and rebuild. And yet, even though women are disproportionately impacted by disasters, they are largely excluded from shaping policies, strategies, and programmes to address disaster risk and resilience. Having women actively involved in decision-making is critical to recovery and reconstruction efforts. Fully utilizing women's capacities, knowledge, and skills when preparing for and recovering from disasters can help identify disaster risks and build security for families and communities.

² From: [Why women are key to climate action | United Nations](#)

Annex 2 - Partner Assessment

1. Brief presentation of partners

Both ENDS, Mama Cash and Fondo Centroamericano de Mujeres (FCAM) have been partners in leading the Global Alliance for Green and Gender Action (GAGGA) since its inception in 2016. Throughout the years, GAGGA has received support from several bilateral as well as philanthropic donors (e.g. Dutch MFA, Global Affairs Canada and Ford Foundation). The GAGGA Alliance members work in close collaboration, combining their perspectives and expertise to coordinate the strategic direction of GAGGA. FCAM and Mama Cash are part of the women's rights movements, and Both ENDS is part of the environmental and climate justice movement. As Alliance Members, they lead participatory programme development, provide decentralised funding, accompaniment and help strengthen linkages and advocacy (L&A) agendas among local, regional, and global partners and movements. The Alliance members also engage in direct advocacy with government, investor and donor actors based on their leverage positions and opportunities. A Coordination Unit supports Alliance Members in ensuring alignment, collective decision-making and implementation of GAGGA.

FCAM is a women's fund that brings a unique perspective and proven capacity, demonstrating that a women's rights organisation from Latin America can effectively coordinate global programmes and mobilise significant resources while bringing the perspective of local young and adult women's groups from the Global South to the forefront. FCAM is at the frontline of intersectional work on women's rights, gender equality, environmental and climate justice activism. It knows first-hand the challenges of working within repressive societies with a shrinking civic space (especially for women environmental human rights defenders (WEHRDs)).

Mama Cash is an international fund that supports women's, girls', trans and intersex people's movements around the world. It brings a track record of supporting and strengthening women-led Community-Based Organisations (CBO), funds, and movements to effect substantive social and environmental change via L&A worldwide. It brings expertise in donor influencing, cross-movement collaboration, and the inclusion of a women's rights approach throughout GAGGA's actions. While working globally, it is based in the Netherlands and plays an active role in drawing attention to Dutch society to issues of women's rights, climate justice, and inclusion.

Both ENDS is an international environmental justice organisation that works with civil society organisations around the world to strengthen environmental governance and promote sustainable and inclusive development. As a GAGGA member, Both ENDS brings decades of experience in supporting community-led environmental and climate initiatives, policy influencing, and strategic networking. Its contribution to GAGGA lies in linking local struggles for environmental and climate justice with broader advocacy agendas, while ensuring that women environmental defenders and grassroots organisations have access to resources and platforms to amplify their voices. Both ENDS bridges environmental justice with gender justice through an intersectional lens, and plays a key role in influencing policy spaces in the Netherlands and internationally.

2. Summary of partner capacity assessment

When selecting implementing partners for the Danish ‘Climate Change, Gender and SRHR’-funds (*Indsatser for klima, ligestilling og SRSR, Danish finance act 2025, § 06.36.03.11*), MULTI began identifying potential partners based on three key criteria: 1) The organisation has a strong track record in working in the intersection between gender equality and climate change, 2) The organisation works closely with local civil society, 3) The organisation has strong credibility and demonstrated results in their work. In this process two partners stood out: IPAS because of their climate change work in humanitarian settings and GAGGA as a partner that is both a grant-making alliance, but also develops capacity and strengthens local civil society organisations within gender- and climate action. Since the Danish Director for Development Cooperation recommended only choosing one partner, GAGGA was selected based on the above-mentioned criteria: Climate/gender action and localisation/strengthening of civil society as an end itself. Finally, consultation with other donors such as Canada and the Netherlands confirmed the added value with the diversity as a network, the focus on local realities, and the linkages across local-regional and international levels. Further, the Alliance brings thematic expertise and a transformative and political approach to the climate crisis, capacity-building civil society, focusing on a structural perspective to address root causes behind climate change and inequalities and the key role of both women’s rights and environmental justice movements.

Mama Cash, FCAM, and Both ENDS each bring unique yet complementary strengths to the shared work on gender and climate justice through GAGGA. All three organisations offer decades of experience supporting women’s rights and environmental movements, rooted in trust-based, long-term partnerships and tailored support. Mama Cash’s global reach and focus on women’s rights movements is matched by FCAM’s deep regional presence in Central America and its proven agility in responding to the urgent needs of women environmental and human rights defenders. Both ENDS adds critical value through its expertise in climate finance advocacy and strong global-local networks in Latin America, Africa, and Asia. However, they also face common challenges: A lack of sufficient and flexible funding for climate-focused women’s rights movements, limitations in visibility and advocacy capacity due to political risks, and staff capacity constraints. Despite these, all three organisations are well-positioned to seize opportunities from emerging funding streams, increasing recognition as climate and gender actors, and potential to influence global policy arenas. Yet, both the three organisations and their grantees also have to navigate external threats, including shrinking civic space, rising authoritarianism, and the accelerating impacts of climate change on already vulnerable communities.

3. Summary of key partner features

Name of Partner	Core business <i>What is the main business, interest and goal of the partner?</i>	Importance <i>How important is the project for the partner's activity-level (Low, medium high)?</i>	Influence <i>How much influence does the partner have over the project (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>
Mama Cash	Founded in 1983, Mama Cash is an international fund that	<i>Medium to high.</i> GAGGA is a strategic partnership co-founded	<i>High.</i> Mama Cash’s co-Executive Director	Mama Cash’s staff members are part of the	Strengths	The Danish grant is a project grant 2025-2025, but GAGGA will

	<p>supports women's, girls', trans and intersex people's movements around the world. It brings a track record of supporting and strengthening women-led organisations, funds, and movements to effect substantive social and environmental change.</p>	<p>by all three alliance members, including Mama Cash.</p>	<p>serves in the Steering Committee of GAGGA, responsible for supervision, strategy development, program direction, decision-making, and authorisation of annual plans and budgets, as well as for governance of the Alliance.</p>	<p>governance of GAGGA.</p> <p>Mama Cash makes grants to women-led CBOs and women's funds. All grants are covered by a grant contract and grant conditions; financial reports required at the end of each year; annual audited financial statements/ external audits are required of grantee-partners with an organisational budget of EUR 150,000 or more and those receiving a grant of EUR 50,000 or more. Prevention of SEAH is part of Mama Cash's code of conduct and grant conditions.</p>	<p>Over 40 years of expertise supporting women's rights movements in gender and climate justice, across multiple themes from influencing climate policies to integrate gender justice to securing land rights, food sovereignty and sustainable livelihoods, and conserving and restoring critical ecosystems.</p> <p>Strong, trust-based relationships with grantee-partners, respecting that they know best their challenges and solutions.</p> <p>Long-term, flexible funding which ensures sustainability and predictability.</p> <p>Weaknesses</p> <p>Insufficient funding available for women's rights movements focused on climate action.</p> <p>Limited understanding of Mama Cash's role in climate adaptation, mitigation, and addressing the root causes of the climate crisis.</p>	<p>continue its work for other donors' grants. All three Alliance members are committed to GAGGA long-term.</p>
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					<p>Opportunities</p> <p>New funding streams emerging for gender and climate initiatives and cross-movement collaborations.</p> <p>Chance to influence international climate finance policies to better integrate gender justice.</p> <p>Threats</p> <p>Increased backlash against progressive social movements and rise of authoritarian governments may reduce funding and increase risks for women environmental rights defenders.</p> <p>Climate change worsening inequalities, increasing impoverishment, migration, and rights violations for women.</p>	
<p>Fondo Centroamericano de Mujeres Foundation (FCAM)</p>	<p>Fondo Centroamericano de Mujeres is a women's rights fund with more than 20 years of work supporting women and women's rights movements in Central America mainly, and in other regions in the Global South. This is done through direct funding and other non-</p>	<p><i>Medium to high.</i> GAGGA is a strategic partnership co-founded by all three alliance members, including FCAM</p>	<p><i>High.</i> Being that GAGGA is an alliance, where the three members participate equally, the influence is equally high. All decisions are made collectively.</p>	<p>10 years of experience as the lead organisation of GAGGA.</p> <p>Meaningful experience in climate and environmental issues from an intersectional women's rights and justice-based perspective.</p>	<p>Strengths</p> <p>10 years as the lead organisation of GAGGA, allowing FCAM to further strengthen its capacities as an organisation focused on Central America, leading and administering a global program.</p>	<p>The Danish grant is a project grant 2025-2025, but GAGGA will continue its work for other donors' grants. All three Alliance members are committed to GAGGA long-term.</p>

	<p>financial support, with the purpose to contribute to the financial, political, physical and emotional sustainability of social movements, particularly women's rights and women movements, so they are equipped to carry out their important work advancing human rights for all. The work is guided by the vision in which girls, women, trans and non-binary people, and all people in their communities, enjoy a dignified and full life.</p>			<p>Extensive experience supporting processes of political capacity strengthening, communication, and movement-building among community-based organisations, enabling them to participate in decision-making spaces, influence public policies on the environment, climate, and gender, and amplify their own stories and locally led initiatives.</p> <p>First-hand knowledge and experience of the challenges of working within repressive societies with closing civic space for WEHRDs, yet within which the resilience and determination of local social movements prevails.</p> <p>Management the relationship with Women's Funds in Latin America.</p>	<p>More than two decades of continued support to women and women's rights movements in Central America, through grant-making and accompaniment, with a staff based in the different countries where we work.</p> <p>Proven experience in building and coordinating strategic partnerships to advance women's rights agendas across the region.</p> <p>Experience working with environmental and women rights defenders, tailoring support and strategies to effectively respond to their immediate and urgent needs.</p> <p>Weakness</p> <p>Communication and visibility that positions FCAM as a climate and environmental funder.</p> <p>Limited capacity to do advocacy in own region of intervention, given the socio-political context and risks posed to the team and grantee partners.</p> <p>Opportunities</p> <p>Proven track record, and recognition from grantee partners, donors, and ally</p>	
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					<p>organisation as a key source of funding and support to women's rights and women movements in Central America.</p> <p>As an organisation now based in the US, FCAM can tap into philanthropy in this country.</p> <p>Threats</p> <p>Shrinking civic space, not only in LA region, but worldwide, that have a direct effect and increase the risks for activists, organisations and movements.</p> <p>Worsening impacts of climate and environmental degradation, as well as the frequency, that maintains communities and people in constant response and emergency mode.</p>	
Both ENDS	Founded in 1990, Both ENDS is an environmental justice organisation that works to strengthen civil society worldwide in the fight for environmental justice and sustainable development. Its main focus is supporting community-based organisations and social movements, particularly in the Global South,	<i>Medium to high.</i> GAGGA is a strategic partnership co-founded by all three alliance members, including Both ENDS.	<i>High.</i> Both ENDS holds a significant and strategic role within GAGGA. As one of the three founding partners, Both ENDS contributes to shaping the alliance's vision and operational strategies. The Executive Director of Both ENDS serves on GAGGA's Steering Committee, participating in	Both ENDS staff members are part of the governance of GAGGA and Both ENDS will be holding the contract with Denmark for the GAGGA Alliance. Both ENDS provides grants to environmental justice funds and NGOs in Africa, Asia and Latin America. Both ENDS has partnered with the	<p>Strengths</p> <p>One of the organisations that started developing the idea behind the GAGGA alliance in 2015 and involved in the management of the Alliance since the start in 2016.</p> <p>Both ENDS main strength is its over 30 years of experience in</p>	The Danish grant is a project grant 2025-2025, but GAGGA will continue its work for other donors' grants. All three Alliance members are committed to GAGGA long-term.

	<p>that defend land rights, protect ecosystems, and promote fair climate and trade policies. Both ENDS acts as a re-grantor and strategic partner, channelling funding and knowledge to grassroots initiatives. Its goal is to shift power and resources toward communities most affected by environmental degradation, ensuring their voices shape policies and practices that impact their lives.</p>		<p>collective decision-making processes that oversee governance, strategic direction, program development, and the approval of annual plans and budgets. This collaborative leadership ensures that Both ENDS influences GAGGA's efforts to amplify the voices of women-led community-based organisations, particularly in the Global South, advocating for gender-just climate solutions and equitable environmental governance.</p>	<p>environmental justice funds for years, provided (non) financial support to CBOs working on women's rights, environmental and climate justice. The NGOs supported contribute to joint advocacy on gender and climate issues as well as providing technical support to CBOs.</p> <p>All grants are covered by an MoU and Funds and NGOs provide a narrative and financial mid-term and end of the year reports. External audits are required from grantee-partners with an organisational budget of EUR 50,000 or more and those receiving a grant of EUR 50,000 or more. Each partner also signs a Code of Conduct.</p>	<p>working with a large network of local environmental justice organisations and WEHRDs in Latin America, Africa and Asia, with a strong gender focus from the very first start.</p> <p>Both ENDS brings to GAGGA expertise on long-term advocacy efforts towards governments, donors, and investors together with local partners (local to global), for example on issues such as Climate Finance (involved in influencing the Green Climate Fund from the very start) and advocating for gender just climate solutions.</p> <p>Weakness</p> <p>To ensure long-term and flexible funding for our partners with whom we engage in long-term, demanding advocacy processes.</p> <p>To ensure sufficient capacity and staff to respond to all the requests from partners to support advocacy processes.</p> <p>Opportunities</p> <p>Proven track record, and recognition from grantee partners, donors, and ally</p>	
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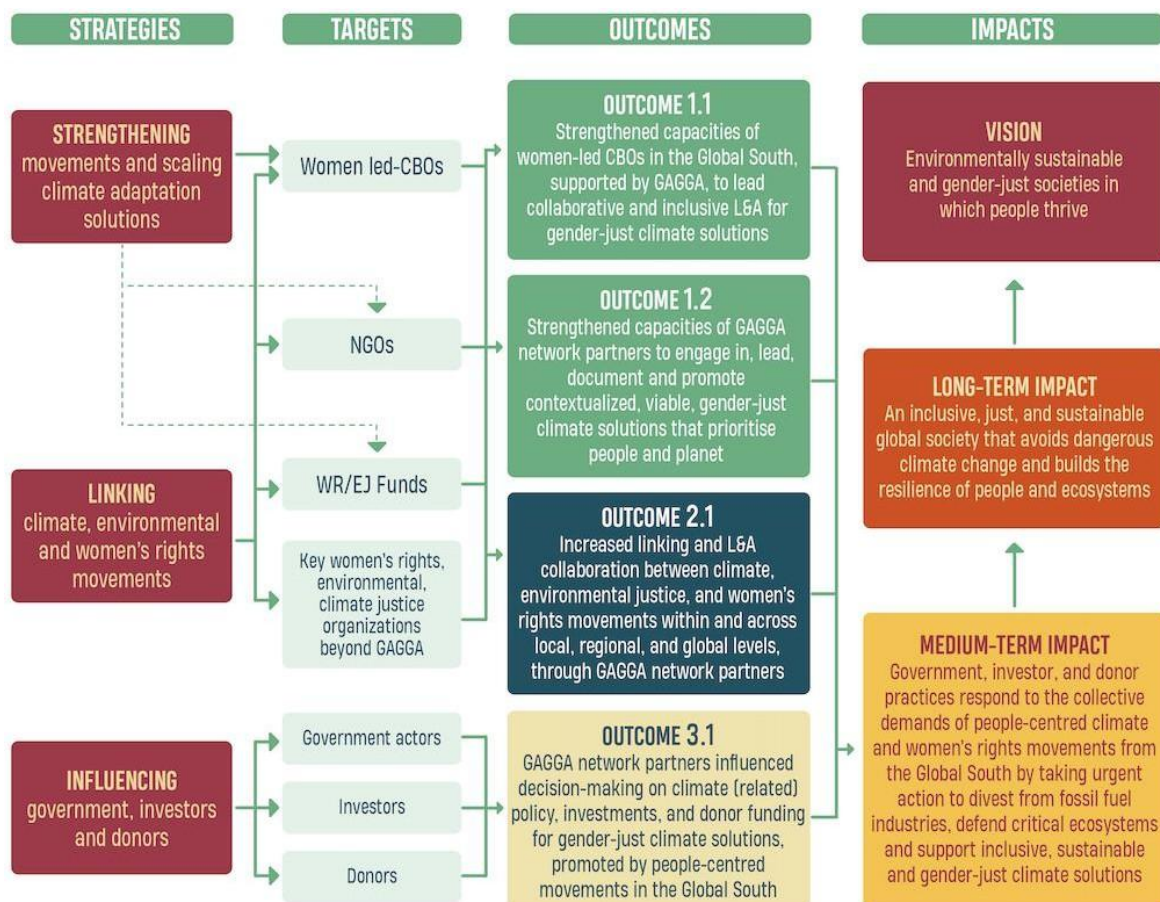
					<p>organisation as a key source of funding and advocacy partners supporting and working with environmental justice funds and NGOs</p> <p>Recognised by actors, governmental, international NGOs and international financial institutions as an expert organisation on a wide variety of climate related issues.</p> <p>Long history of establishing, working with and supporting environmental justice funds</p> <p>Trust-based partnerships with a large network of partners in Latin America, Africa and Asia.</p> <p>Threats</p> <p>Declining international cooperation, solidarity and support for civil society organisations.</p> <p>Shrinking civic space in many of the countries. This has a direct effect and increases the risks for activists, organisations and movements.</p> <p>Worsening impacts of climate and environmental</p>	
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					degradation, as well as the frequency, that maintains communities and people in constant response and emergency mode.	
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GAGGA’s strategic objective is for “government, investor and donor policies and practices to respond to the collective demands of people-centred climate and women’s rights movements from the Global South by taking urgent action to divest from fossil fuel (related) industries, defend critical ecosystems and support inclusive, sustainable and gender-just climate solutions.” To achieve this objective, GAGGA implements **three main intervention strategies**: strengthening capacities of movements and scaling climate adaptation solutions (Strategy 1); linking climate, environmental and women’s rights movements (Strategy 2), and influencing government, investors and donors (Strategy 3).

Figure 1, below, sets out GAGGA’s theory of change. **The central assumption underlying the theory of change** is that unified and strengthened movements grounded in the leadership of women from the Global South will be more powerful, creative, dynamic and inclusive in influencing decision-making actors to take drastic planet-saving actions in support of gender-just climate approaches.

Figure 1: GAGGA 2021 – 2025 Theory of Change



Note: Alliance Members and Strategic Allies are also included here, in their respective roles as Funds and NGOs.

GAGGA Women Leading Climate Action - result framework for Danish support 2025-2027

Project	GAGGA Women Leading Climate Action
Project Objective	Government, investor and donor policies and practices respond to the collective demands of people-centred climate and women's rights movements from the Global South by taking urgent action to divest from fossil fuel (related) industries, defend critical ecosystems and support inclusive, sustainable and gender-just climate solutions.

Impact Indicator	SDG13 - Take urgent action to combat climate change and its impacts
Baseline	

Outcome 1	Strengthened capacities of women- led CBOs, NGOs and Funds in the Global South, supported by GAGGA, to lead collaborative and inclusive advocacy for gender-just climate actions and solutions		
Outcome indicator	Number of CBOs, NGOs and Funds reporting enhanced advocacy capacities for gender-just climate solutions as a result of GAGGA support.		
Baseline ¹	Year	2024 ²	<ul style="list-style-type: none"> ● Total: 353 (CBOs, NGOs and Funds)
Target	Year	2025	<ul style="list-style-type: none"> ● Total: 304 (DANIDA not Included) ● DANIDA: 6
Target	Year	2026	<ul style="list-style-type: none"> ● Total: 25 (DANIDA not included) ● DANIDA: 44
Target	Year	2027	<ul style="list-style-type: none"> ● DANIDA: 34

Output 1.1	CBO, NGOs and Funds receive (financial and non-financial) support for gender-just climate actions and solutions		
Output indicator	Number of CBOs, NGOs and Funds supported for gender-just climate actions and solutions		
Baseline	Year	2024	<ul style="list-style-type: none"> ● Total: 422 (CBOs, NGOs and Funds)
Target	Year	2025	<ul style="list-style-type: none"> ● Total: 314 (DANIDA not Included) ● DANIDA: 13
Target	Year	2026	<ul style="list-style-type: none"> ● Total: 33 (DANIDA not Included) ● DANIDA: 93

¹ The baseline and targets provided in this result framework are based on GAGGA funding received from Dutch MFA and GAC in 2024 and 2025

² Please note that some CBOs may have received funding from multiple sources

Target	Year	2027	<ul style="list-style-type: none"> • DANIDA: 73
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Outcome 2	Increased linking between climate, environmental justice and women's rights movements within and across local and national levels as well as regionally and internationally.		
Outcome indicator	Number of GAGGA network partners reporting participation in new cross movement partnerships and/or strengthened participation in existing cross movements partnerships for advocacy on gender-just climate solutions across local, national, regional and international levels.		
Baseline	Year	2024	<ul style="list-style-type: none"> • Total: 231 (CBOs, NGOs and Funds)
Target	Year	2025	<ul style="list-style-type: none"> • Total: 268 (DANIDA not Included) • DANIDA: 7
Target	Year	2026	<ul style="list-style-type: none"> • Total: 20 (DANIDA not Included) • DANIDA: 45
Target	Year	2027	<ul style="list-style-type: none"> • DANIDA: 35

Output 2.1	Collective spaces are created for linking, strategizing and collaboration facilitated across local, national, regional and international levels.		
Output indicator	Number of collective spaces for linking, strategizing and collaboration facilitated across local, national, regional and international levels.		
Baseline	Year	2024	<ul style="list-style-type: none"> • Total: 24 spaces
Target	Year	2025	<ul style="list-style-type: none"> • Total: 10 • DANIDA: 1
Target	Year	2026	<ul style="list-style-type: none"> • Total: 7 • DANIDA: 5
Target	Year	2027	<ul style="list-style-type: none"> • DANIDA: 5

Outcome 3	GAGGA network partners succeed in creating space for gender-just climate solutions promoted by people-centred movements in the Global South.		
Outcome indicator	Number of times GAGGA network partners succeed in creating space ³ for demands and positions through agenda setting, influencing the debate and/or creating opportunities to engage.		

³ **Creating space:** Advocacy targets include CSOs in the decision-making process; advocacy targets react upon the positions of the CSOs by adopting their argumentation and terminology; advocacy targets react upon the positions of CSOs by putting their issues on the agenda.

Baseline	Year	2024	<ul style="list-style-type: none"> • Total: 148 times
Target	Year	2025	<ul style="list-style-type: none"> • Total: 132 (DANIDA not Included) • DANIDA: 5
Target	Year	2026	<ul style="list-style-type: none"> • Total: 17 (DANIDA not Included) • DANIDA: 25
Target	Year	2027	<ul style="list-style-type: none"> • DANIDA: 25

Output 3.1		Advocacy initiatives implemented by GAGGA network partners towards government actors, investors and/or donors for gender-just climate solutions.	
Output indicator		Number and type of advocacy initiatives by GAGGA network partners towards government actors, investors and/or donors.	
Baseline	Year	2024	<ul style="list-style-type: none"> • Total: 507 initiatives
Target	Year	2025	<ul style="list-style-type: none"> • Total: 150 (DANIDA not Included) • DANIDA: 4
Target	Year	2026	<ul style="list-style-type: none"> • Total: 34 (DANIDA not Included) • DANIDA: 80
Target	Year	2027	<ul style="list-style-type: none"> • DANIDA: 70

Risks Assessment and Mitigation Plan

Risk	Likelihood Low, moderate, high	Impact Low, moderate, high	Rate Accept- ability of Risk Yes - No	Insurance available against risk Yes - No	Mitigation Measures
Contextual risks					
Climate Change	High All countries and regions in the world are subject- ed to the consequences of climate change. GAG- GA's programme chooses to work in countries that have high rates of vulnerability (climate- impacted countries) or those, that given their important resources and ecosystems, are being rapidly exploited.	High All countries are dealing with the effects of chang- ing climate. Without urgent and concrete actions that are supported by policies, the situation for planet and people will worsen rapidly.	No	No	- GAGGA's programme aims at climate change mitigation and adaptation measures. The planning process takes into account climate-related events that could affect the realisation of activities.
Security Situation: Civic Space, Human Rights and Conflict Sensitivity	Moderate to High Following the Civicus Monitor tracking civic space, GAGGA will work in countries that are considered Repressive (11 countries), Obstructed (14 coun- tries and Narrowed (3 countries). Restrictive civic space often aggravates human rights situations and increases conflict sensitivity.	Moderate This situation is not new to GAGGA and partners. At both levels GAGGA has been able to develop strategies to ensure resilience in its work, even in such challenging circumstances.	Yes	No	- Maintain secure and regular contact with partners in risk areas and constantly moni- tor the context in each country or region. - Work more low-key and avoid visibility of WEHRDs. - Replace high level L&A events with more local level L&A. - Address policy issues at the international level instead of the national level.
Programme risks					
Diversity of L&A target actors calls for a wide range of L&A approaches	Moderate to High GAGGA's L&A targets a wide range of stakehold- ers, whose responses can also differ.	Low As diverse as the targets of GAGGA's L&A may be, so are the L&A strategies and methods of en- gagements that the programme puts forward. Therefore, GAGGA is able to tailor, pivot and design its L&A strategies accordingly.	Yes	No	- L&A at different levels and arenas, such as local, national, regional, and international spaces. - Flexibility in L&A strategies, including staying open and responsive to emerging L&A opportunities, and employment of different tools, including online campaigns. - Develop knowledge and capacity strength- ening products on the use of technology for advocacy and participatory-research based

					<p>advocacy.</p> <ul style="list-style-type: none"> - Build on each other's knowledge and develop joint L&A agendas to ensure effectiveness and legitimacy.
<p>Viability of ToC Assumptions >>underlying pathways of change</p>	<p>Low</p> <p>GAGGA's programme has been developed in close consultation with current GAGGA partners and builds on their knowledge as well as experiences of the D&D programme cycle.</p> <p>Furthermore, through the Baseline Study, we have been able to further confirm the validity of the ToC.</p>	<p>Low</p> <p>The programme is designed to test its assumptions continuously and remain flexible and open to learning.</p>	Yes	No	<ul style="list-style-type: none"> - The learning agenda will be used to continuously test the ToC and its underlying assumptions. - Plan structured learning moments and remain flexible to learning situation as the programme reacts to these situations as they emerge. - The PoV Final Evaluation and Global Meeting will be undertaken at mid-2025 to review its ToC and test its assumptions. This process will identify issues and recommend course corrections for future implementations.
<p>Fraud, corruption – impact on results</p>	<p>Low to moderate</p> <p>GAGGA works in close contact with its partners and many of them are longer term contacts.</p>	<p>Low</p> <p>Fraud or corruption could happen but considering the large number of partners and the close relation among the partners it is unlikely. A case would not have major impact on the whole programme.</p>	Yes	No	<ul style="list-style-type: none"> - Implementation of alliance members' procedures to prevent and handle any sign of fraud and corruption. - Irregularities will always be shared by the alliance members with the lead of the alliance and communicated with the MFA through the grant signatory.
<p>Safety & security of partners & activists (defenders)</p>	<p>High</p> <p>See Civicus Monitor tracking civic space: WEHRDs suffer threats, stigma, social rejection and worse, not only because they are promoting and defending environmental and other rights, but also because the people doing the work are women.</p>	<p>Moderate</p> <p>As WEHRDs and their organisations become more visible given the L&A work developed, the risks of attacks increase.</p>	Yes	No	<ul style="list-style-type: none"> - Make clear agreements about danger and how to minimise it within GAGGA's control. - Provide access to networks and organisations specialised in security for civil society actors, such as Urgent Action Fund, Frontline Defenders, and others. - Where relevant, L&A initiatives will address enhancing civic space and safeguarding human rights. - Ensure all publications by GAGGA take into consideration security of activists and organisations.

					<ul style="list-style-type: none"> - Ensure secure exchange of digital data. - Inform relevant Embassies on civic space issues and see discuss if any support is possible (diplomatic or other). - Liaise with other Strategic Partnerships to share and coordinate information and support to partners.
Organisational risks					
Dwindling commitment of alliance members for chain responsibility, continuity, expertise, degree of independence, internal control	<p>Low</p> <p>GAGGA alliance members have built a solid partnership over the past seven years based on trust, transparency, and mutual respect. Each Alliance Member is a robust and sound organisation, with a proven track record in working with transparency and respect to its own values and others.</p> <p>In 2022, we implemented the improved consortium level structure, which will better support the programme needs.</p>	Moderate	Yes	No	<ul style="list-style-type: none"> - Maintain and continue to strengthen the alliance membership through planned meetings as well as the ongoing work of the different committees among alliance members and GAGGA staff. - Continue to have a sound accountability mechanism among the alliance members. - Continue working with professional facilitators to prepare, facilitate and evaluate all Alliance meetings.
Fraud, and inappropriate behaviour	<p>Low</p> <p>GAGGA alliance members all have individual and consortium-wide policies to prevent fraud and inappropriate behaviour is prevented as much as possible. This ensured that signs of fraud or inappropriate behaviour are signalled early on if they were to occur.</p>	<p>Moderate</p> <p>The impact, if not handled with care and transparency, could be a loss of trust.</p>	Yes	No	<ul style="list-style-type: none"> - All alliance members have systems, policies, and practices in place, that include integrity provisions. - All alliance members have individual and consortium-wide SEAH policy in place. - All alliance members have financial due diligence in place.
Safety of staff	<p>Moderate</p> <p>Employees could run unnecessary safety risks when traveling because insufficient precautions have been taken to guarantee their safety and they have not carried out the procedures properly.</p>	<p>Moderate to high</p> <p>If safety of staff members is at risk, the impact will be high. Safety and security of staff is, therefore, a priority of all alliance members.</p>	Yes	Yes	<ul style="list-style-type: none"> - Organisations introduced and implement their internal safety protocols for travel – in preparation, during and after traveling. - Government rules for local and international travel will be followed, avoiding travel to countries or region that pose a considerable risk for the staff.
Risks related to Technology & Data					
Use of technology and subsequent	<p>Moderate</p> <p>During storage and/or sharing of information,</p>	<p>Moderate</p> <p>Depends very much on the country and the vul-</p>	<p>Yes</p> <p>– if managed</p>	No	<ul style="list-style-type: none"> - Support partners to increase their awareness, capacity and practical knowledge and skills on data safety.

collection, storage, transfer, use and destruction of data Guidelines at: The Principles for Digital Development	insufficient account is taken of security considerations / privacy, which threatens the safety of employees and partners and leads to non-compliance with the GDPR.	nerability of the data.	with care and giving priority to the safety and security of GAGGA network partners.		- Use of secure platforms for information collection and sharing.
Technical maintenance, financial sustainability, Intellectual Property/licenses and management of software and data after the programme has ended	Low GAGGA uses existing secure open-source (and thus mostly low-cost) technology.	Low GAGGA is not very technology dependent. It mostly uses technology for communications purposes, for which alternatives exist.	Yes	No	- Integrate back-up platforms in internal communications strategy to use in case the platform of choice is down or unavailable - Content created by the alliance will also be published license free and hosted on independent platforms to ensure their availability.
Exclusion of some partners and/or local CBOs due to lack of access to internet and/or other technologies	Moderate As GAGGA is in direct contact with Funds and NGOs that are able to identify the best way for local CBOs to gain access and identify their needs for support on this.	Low GAGGA alliance members and network partners have been working with excluded communities over the years, dealing with such challenges.	Yes	No	- GAGGA will invest in providing means of communication such as smart phones and/or otherwise supporting access to internet / technologies.

Financial Summary

Budget formation

During the period of 2021 - 2025, GAGGA's budget was supported by 6 donors (MFA, GAC, IDA, Chanel, Ford and Re.Arc).

The total funding amounted to **47,183,426 euros**.

Budget Category	MFA	GAC	IDA	Chanel	Re.Arc	Ford
I. Direct staff costs and Subcontractors	4.172.392	1.085.617	133.000	569.270	110.000	94.000
II. Other direct programme costs	26.414.524	5.341.439	770.500	2.230.230	160.000	658.000
A. Activity costs	24.440.935	5.032.447	770.000	2.153.730	160.000	658.000
A.1 Grantmaking	22.390.935	5.032.447	770.000	1.620.000	0	564.000
A.2 Linking and Learning	1.500.000	0	0	408.000	160.000	94.000
A.3 Other direct costs	550.000	0	0	125.730	0	0
B. Costs of consortium partners and local NGOs	765.000	0	0	0	0	0
C. Activity-related travel costs	375.000	199.969	0	15.000	0	0
D. Project office costs (if applicable)	288.589	109.023	500	1.500	0	0
E. Equipment and investments	25.000	0	0	0	0	0
F. Monitoring, evaluation and auditing	520.000	0	0	60.000	0	0
III. Overheads / indirect costs	3.986.511	942.944	96.500	200.500	30.000	188.000
TOTAL	34.573.426	7.370.000	1.000.000	3.000.000	300.000	940.000

47.183.426

Efficiency of the Grant-Making Mechanism

The efficiency of the grant-making mechanism refers to the proportion of funds allocated directly to partners, under strategy 1, 2 or 3. This metric highlights how effectively resources are being directed toward achieving GAGGA's mission.

Over the last three closed years (2021-2023), the efficiency percentages were **77.16%, 76.12%, and 71.36%**, respectively. These figures remain consistently high, demonstrating GAGGA's strong commitment to directing the majority of its resources toward grant-making

and strategic initiatives. This stability reflects GAGGA's ability to maintain a high level of investment in strengthening local organizations, promoting collaboration, and expanding advocacy efforts despite fluctuations in funding dynamics.

Distribution across the three strategies

The financial allocation follows the strategic priorities outlined to ensure that resources are effectively distributed to advance GAGGA's mission. The budget is allocated among the three core strategies as follows:

- **Strategy 1: Strengthening local women's leadership, resilience, and capacities for collaborative and inclusive L&A on gender-just climate solutions and action.**
- **Strategy 2: Linking climate, environmental, and women's rights movements for L&A on gender-just climate solutions.**
- **Strategy 3: Influencing governments, investors, and donors for gender-just climate solutions.**

The chart below shows the percentages for each strategy for the budget:

	Strategy 1: Strengthening local women's leadership, resilience and capacities for collaborative and inclusive L&A on gender-just climate solutions and action	Strategy 2: Linking climate, environmental and women's rights movements for L&A on gender-just climate solutions	Strategy 3: Influencing governments, investors, and donors for gender-just climate solutions
Budget Category			
I. Direct staff costs and Subcontractors	2.278.612	1.666.940	2.218.728
II. Other direct programme costs	12.957.799	10.615.970	12.000.923
A. Activity costs	12.129.083	9.975.932	11.110.098
A.1 Grantmaking	11.021.563	9.141.578	10.214.242
A.2 Linking and Learning	864.800	648.600	648.600
A.3 Other direct costs	242.720	185.754	247.256
B. Costs of consortium partners and local NGOs	297.123	193.469	274.408
C. Activity-related travel costs	169.216	190.665	230.088
D. Project office costs (if applicable)	126.004	100.104	173.504
E. Equipment and investments	9.710	6.323	8.968
F. Monitoring, evaluation and auditing	226.664	149.478	203.858
III. Overheads / indirect costs	2.222.455	1.610.260	1.611.739
TOTAL	17.458.866	13.893.170	15.831.390
47.183.426	37,00%	29,45%	33,55%

GAGGA - DANIDA Proposal (Both ENDS)

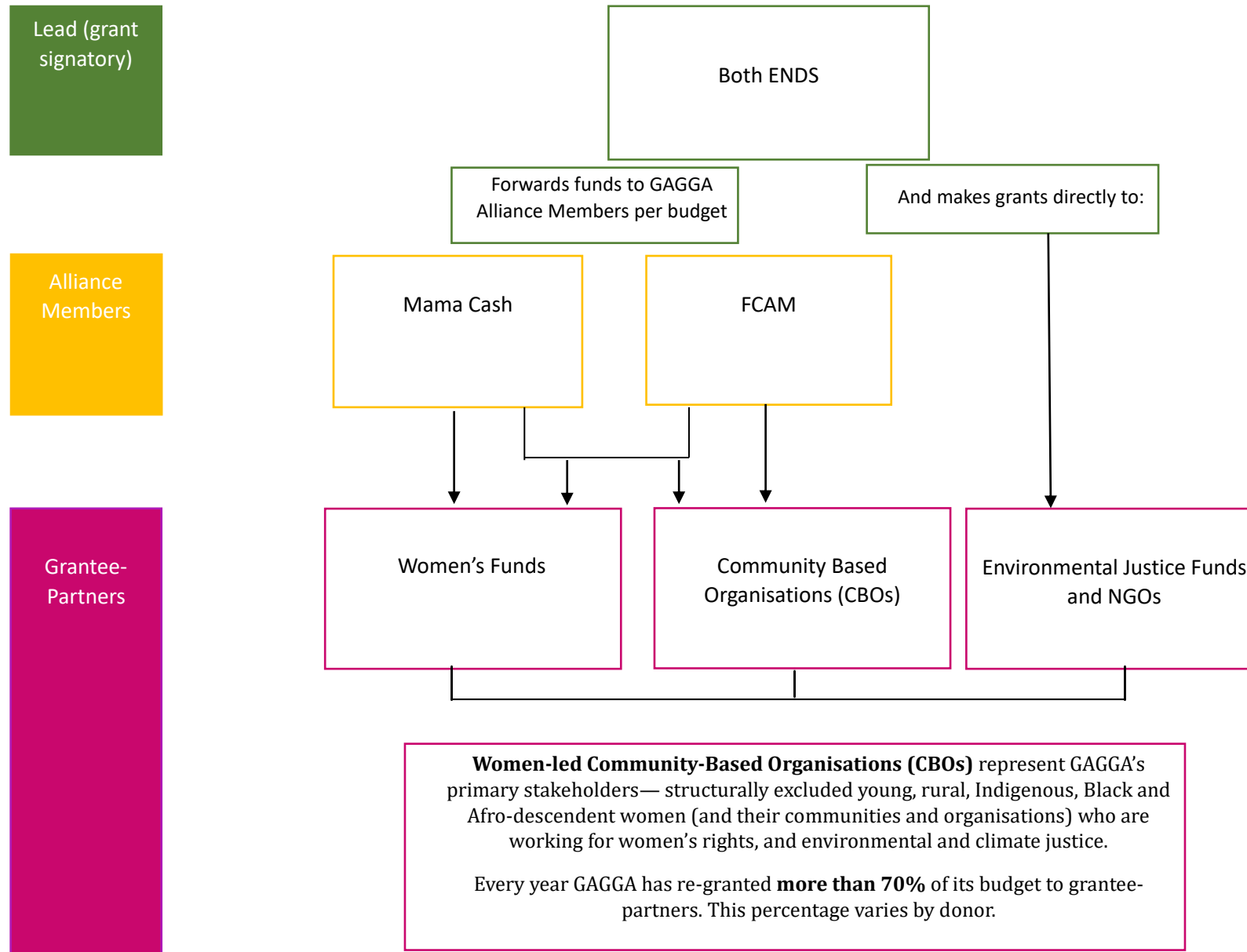
In EUROS

Budget Category	2025 Q3-Q4				2026				2027			
	MC	BE	FCAM	TOTAL	MC	BE	FCAM	TOTAL	MC	BE	FCAM	TOTAL
I. Direct staff costs and Subcontractors	34,071	38,908	36,074	109,053	215,284	192,508	203,451	611,243	220,216	192,508	251,541	664,265
A. CU Staff Costs	-	-	15,000	15,000	-	-	98,495	98,495	-	-	146,585	146,585
Staff	-	-	-	-	-	-	83,495	83,495	-	-	131,585	131,585
Consultants	-	-	15,000	15,000	-	-	15,000	15,000	-	-	15,000	15,000
B. MC Staff Costs	34,071	-	-	34,071	215,284	-	-	215,284	220,216	-	-	220,216
Staff	34,071	-	-	34,071	197,284	-	-	197,284	202,216	-	-	202,216
Consultants	-	-	-	-	18,000	-	-	18,000	18,000	-	-	18,000
C. BE Staff Costs	-	38,908	-	38,908	-	192,508	-	192,508	-	192,508	-	192,508
Staff	-	38,908	-	38,908	-	180,508	-	180,508	-	180,508	-	180,508
Consultants	-	-	-	-	-	12,000	-	12,000	-	12,000	-	12,000
D. FCAM Staff Costs	-	-	21,074	21,074	-	-	104,956	104,956	-	-	104,956	104,956
Staff	-	-	21,074	21,074	-	-	104,956	104,956	-	-	104,956	104,956
Consultants	-	-	-	-	-	-	-	-	-	-	-	-
II. Other direct programme costs	216,246	146,000	11,239	373,485	714,000	633,500	812,418	2,159,918	89,000	633,500	377,464	1,099,964
A. Activity costs	205,000	140,000	11,239	356,239	625,000	542,500	797,418	2,025,918	61,000	542,500	347,464	950,964
A.1 Grantmaking	205,000	140,000	-	345,000	625,000	465,000	741,442	1,831,442	-	465,000	291,488	756,488
A.2 Linking and Learning	-	-	-	-	60,000	60,000	-	120,000	60,000	60,000	-	120,000
A.3 Other direct costs	-	-	11,239	11,239	1,000	17,500	55,976	74,476	1,000	17,500	55,976	74,476
B. Costs of consortium partners and local NGOs	-	-	-	-	-	-	-	-	-	-	-	-
C. Activity-related travel costs	-	-	-	-	8,000	17,500	-	25,500	8,000	17,500	-	25,500
D. Project office costs (if applicable) / contingencies	-	6,000	-	6,000	-	26,000	-	26,000	-	26,000	-	26,000
E. Equipment and investments	-	-	-	-	-	-	-	-	-	-	-	-
F. Monitoring, evaluation and auditing	11,246	-	-	11,246	20,000	47,500	15,000	82,500	20,000	47,500	30,000	97,500
Monitoring and evaluation	-	-	-	-	-	27,500	-	27,500	-	27,500	-	27,500
Audit	11,246	-	-	11,246	20,000	20,000	15,000	55,000	20,000	20,000	30,000	70,000
III. Overheads < 7% / indirect costs	17,522	12,944	3,312	33,778	65,050	57,821	71,111	193,981	21,645	57,821	44,030	123,496
TOTAL	267,839	197,852	50,625	516,316	994,334	883,829	1,086,980	2,965,143	330,861	883,829	673,035	1,887,725

Explanations

MC	BE	FCAM
<p><u>Staff cost</u> average cost 1 FTE/ year 2025: EUR 88K (DKK 656K) 2025: 0,77 FTE/ 6 months EUR 34K 2026: 2,47 FTE EUR 197K 2027: 2,47 FTE EUR 202K 5% (for Grants Manager, Director of Programme, Co-Executive Director), 10% (for Grant Administrators), 20% (for Programme Officers, Senior Project Controller, Grants Operations Associate), 50% (for Coordinator).</p>	<p><u>Staff cost</u> average cost 1 FTE/ year 2025 = EUR 103K (DKK 768K) 1 project coordinator 30%, 3 regional officers each 25%, 2 advocacy officers 25%, PMEL staf 12% and Finance staff 7%. For 2025 part of the year, for 2026 and 2027 full year. Rounded down to fit the maximum budget.</p>	<p><u>Staff cost</u> average cost 1 FTE/ year 2025: EUR 106K (DKK 791K) 2025: 82% for 2 Program Officers from august-december 2026: 6 positions: 35% for Program Coordinator, 20% for the Executive Director, 60% for 2 Program Officers and 40% for Project Administrator. 2027: 6 positions: 35% for Program Coordinator, 20% for the Executive Director, 60% for 2 Program Officers and 40% for Project Administrator.</p>
n/a	Consultancies @ EUR 6.000 (DKK 45K) each. Two consultancies in both 2026 and 2027.	Consultancies @ EUR 7.500 (DKK 56K) each. Two consultancies for each year.
2025: 3 grants @ EUR 68K (DKK 507K)/ average 2026: 15 grants @ EUR 42K (DKK 313K)/ average 2027: multiyear grants from previous years still running.	2025: 10 grants @ EUR 14K (DKK 104K)/ average 2026 + 2027: 19 grants @ EUR 24K (DKK 179K)/average each year	2026: 5 Women funds and 16 CBO's, tit 21 @ EUR 35K (DKK 261K) /average 2027: 16 CBO's @ EUR 18K (DKK 134K)/ average
Unit 1 grant = EUR 20.000 on average, 12 grants in total		
n/a	Interpretation/translation, facilitation, editing, venue rent, graphic design, technical expertise. A lot of variation in unit price.	50% Communication expenses (campaigns, materials, translation, editing, website, platform, etc.), and 50% consortium meetings (partners), planning, PC. Lobbying and advocacy activities of the counterparts.
3 trips @ EUR 2.600 (DKK 19K) approx. For 2026 and 2027	7trips @ EUR 2.500 (DKK 19K) approx. For 2026 and 2027	n/a
Contingencies		
No fixed assets		
Amount 2026 and 2027 = lump sum		
Amount per partner per year = 1 yearly audit		

Flow of Funding: The Global Alliance for Green and Gender Action (GAGGA)



Control Mechanisms

The grant signatory / Both ENDS

- 1) Maintains the management and legal responsibility for the grant.
- 2) Will forward the fund to the other two Alliance Members.
- 3) The Policies and Procedures sets out the financial management that will be applied to expenditure of this grant. The policy outlines management and governance structures, approval processes and authorizations at each level; procedures for external audit and donor reporting; financial controls; responsibilities; preparation of accounts; accounting procedures; procurement of goods and services, approvals for purchasing, etc.
- 4) Will take responsibility on submitting an annual report including a financial report, and/or per agreed timeline.
- 5) The signatory will implement the following controls on funds channeled to **Alliance partners**:
 - a. Grant agreements are in place including provisions on reporting, safeguarding and fraud / corruption / non-performance.
 - b. Alliance Members submit consolidated narrative and financial reports to the grant signatory every six months.
 - c. Alliance Members share audited financial statements annually.
 - d. Annual reflection tool is completed via GAGGA PMEL system annually.

Both ENDS

1. Both ENDS as grant signatory of this grant maintains overall management and legal responsibility for the grant.
2. Both ENDS will forward funds to the other two Alliance Members: Mama Cash and FCAM.
3. Both ENDS Policies and Procedures sets out the financial management that will be applied to expenditure of this grant. The policy outlines management and governance structures, approval processes and authorisations at each level; procedures for external audit and donor reporting; financial controls; responsibilities; preparation of accounts; accounting procedures; procurement of goods and services, approvals for purchasing, etc.
4. Both ENDS Policies and Procedures, documented in our Financial Handbook and related policies such as the procurement policy, sets out the financial management that will be applied to expenditure of this grant. The policy includes approval processes and authorisations at each level; procedures for external audit and donor reporting; financial controls; responsibilities; preparation of accounts; accounting procedures; procurement of goods and services etc.
5. Both ENDS performs a risk assessment at least twice a year, to inform reporting and planning process and strategy development, along with the Management Team and Board of Directors. For GAGGA's risk assessment, Mama Cash, Both ENDS and FCAM, as members in the Programme Committee are jointly identifying, monitoring and assessing risks and deciding on mitigation measures during annual planning and reporting processes. The risk mitigation table is published in the GAGGA annual plans and annual reports, which are jointly drafted by FCAM, Both ENDS and Mama Cash's Programme Committee.
6. Both ENDS has the following controls on funds channelled to **Alliance partners**:
 1. Grant agreements are in place including provisions on reporting, safeguarding and fraud / corruption / non-performance.
 2. Alliance Members submit consolidated narrative and financial reports to Both ENDS every six months.
 3. Alliance Members share audited financial statements annually.

4. Annual reflection tool is completed via GAGGA PMEL system annually.
7. The lead will take responsibility on submitting an annual report including a financial report, and/or per agreed timeline.
8. Both ENDS makes grants to NGOs and Environmental Justice Funds. Both ENDS selects Funds and NGOs based on their capacity, commitment and track record specifically related to L&A for gender-just climate action by women-led CBOs. Both ENDS criteria for Fund and NGO selection is that they have expertise in strengthening CBOs' L&A capacity, linking local to global L&A, supporting women-led CBOs, and working at the intersection of ecosystem protection, women's rights, and climate mitigation and adaptation.
9. Both ENDS performs an organisation audit and if required project-specific audit provisions, according to the donor's audit protocol. We have an annual organisational wide audit that follows the standards for Dutch fundraising NGO's (RJ650). In this we have an overview of all projects run in that year. Per project it shows the donor funding received, both contract amount and instalments received. It also shows the expenses and the balance by year end. The audited accounts follow the calendar year. The audited accounts can be found on our website.
10. Both ENDS staff and grantee partners are governed by Both ENDS code of conduct and ethics. This outlines procedures around mismanagement, fraud and corruption, safeguarding and monitoring and reporting.
11. Risk management: Both ENDS monitors risks on an organisational level via our PMEL system. For GAGGA's risk assessment, Mama Cash, Both ENDS and FCAM in the Programme Committee to jointly identify, monitor and assess risks and mitigation measures during annual planning and reporting processes. The risk mitigation table is published in the GAGGA annual plans and annual reports, which are jointly drafted by FCAM, Both ENDS and Mama Cash's programme committee.
12. Both ENDS has the following controls on funds channelled to **Environmental Justice Funds**:
 - a) Grant agreements are in place including provisions on reporting, safeguarding and fraud / corruption / non-performance.
 - b) Both ENDS request an interim and final report. Disbursements are often 60%-30%- 10% (signing of contract, after interim report, after final report). Timing is tailored to the length of the project and in consultation with the partner.
 - c) In case of grant of euro 50.000 or above, an audit is required.
 - d) Annual survey is completed and depending on the project, most significant change stories are submitted.
13. Both ENDS has the following controls on funds channelled **directly to NGOs**:
 - a) Grant agreements are in place including provisions on reporting, safeguarding and fraud / corruption / non performance
 - b) Both ENDS request an interim and final report. Disbursements are often 60%-30%-10% (signing of contract, after interim report, after final report). Timing is tailored to the length of the project and in consultation with the partner.

Central American Women's Fund (FCAM)

- 1) FCAM is one of the alliance partners of the GAGGA consortium.
- 2) FCAM submits financial report to grant signatory based on agreed reporting requirements and submits the annual survey and annual reflection tool.
- 3) FCAM is audited annually, and its audit results are presented to the FCAM Management, through a letter which includes feedback and recommendations. FCAM follows the Dutch MFA financial audit protocol. In addition, FCAM has a standard of auditing 30% of its grantee-partners per year. Organizations that are legally registered and perform organizational audits have to submit audited financial statements to FCAM.
- 4) FCAM staff and grantee partners are governed by FCAM code of conduct and ethics. This outlines procedures around fraud and corruption, conflict of interest, safeguarding and SEAH.
- 5) FCAM has the following controls on funds channelled to **Women's Funds**:
 - a. Grant agreements are in place including provisions on reporting, safeguarding and fraud / corruption / non performance
 - b. Women's Funds submit narrative and financial reports to FCAM annually.

- c. FCAM does not perform audit to Women Funds but has the right to perform an audit (as per cooperation agreement) if needed. Also if Women's Funds perform organisational audits they have to submit audited financial statements to FCAM.
 - d. Annual survey is completed, and most significant change stories are submitted.
 - e. FCAM does not perform monitoring visits to Women's Funds.
- 6) FCAM has the following controls on funds **directly** channelled to **women-led CBOs**:
- a. Grant agreements are in place including provisions on reporting, safeguarding and fraud / corruption / non performance
 - b. CBOs submit narrative and financial reports to FCAM annually. Subsequent disbursements dependent on reporting. If there's a balance in the spending, there can be a no-cost extension, if the implementation period and requirements from donors allow. If not, the funding has to be returned to FCAM.
 - c. Annual survey is completed, and most significant change are submitted
 - d. FCAM conducts monitoring visits to all CBOs once per year.

Mama Cash

- 1) Mama Cash is one of the alliance partners of the GAGGA consortium.
- 2) Mama Cash makes grants to Women's Funds and Community-Based Organisation. Since 2021, Mama Cash is a fully participatory grantmaker: that is, funding decisions are made by activists based in different geographic areas, from different constituencies, with diverse thematic expertise, experience and connections.
- 3) Mama Cash submits financial report to grant signatory based on agreed reporting requirements and submits the annual survey and annual reflection tool.
- 4) Mama Cash Policies and Grantmaking, and Audit manual set out the financial procedures and controls that will be applied to expenditure of this grant. The policy includes approval processes and authorisations at each level; procedures for external audit and donor reporting; financial controls; responsibilities; preparation of accounts; accounting procedures; procurement of goods and services, approvals for purchasing; expenses, petty cash etc.
- 5) Mama Cash is audited annually by Dubois & Co. The auditor reports back to the Managing and Supervisory Board through the Audit report. The auditors, the Managing Board and members of the Supervisory Board's Audit and Risk Committee discuss the audit findings and report annually to the Supervisory Board. Mama Cash's Annual Report and Audit are published here: [Annual Reports - Mama Cash](#)
- 6) Mama Cash staff and representatives (including its Supervisory and Managing Board) are governed by Mama Cash's Code of Conduct. This outlines procedures around fraud and corruption, safeguarding and violation of human rights. It also includes a complaint procedure.
- 7) Risk management: Mama Cash has a risk management system in which the Management Team, staff, and Supervisory Board jointly identify risks and discuss their likelihood, impact, appropriate mitigating measures, and the residual risk (the risk remaining once mitigating measures have been implemented). Our risk assessment is published in our Annual Report.
- 8) Mama Cash has the following controls on funds channelled to **Women's Funds**:
 - a. Grant agreements are in place which include Mama Cash's grant conditions with provisions on reporting and audits, safeguarding and fraud / corruption / non performance
 - b. Reporting: All grantee-partners submit a progress report due six months after grant start date; annual self-assessment by grantee-partner and financial report at the end of each year in the grant period.
 - c. All grantee-partners with an annual organisational budget of (the equivalent of) EUR 150,000 and/or with a grant amount of EUR 50,000 or more must submit an audited financial statement.

- d. Annual survey completed and most significant change stories submitted every other year. The Annual Self-Assessments, 12 months after the start date of the grant and, if applicable, twelve months into every following grant year, also enable Mama Cash to gather data to report on its Results and Learning Framework and other donor indicators that it has committed to.
- e. Mama Cash does not conduct monitoring visits. We take advantage of international spaces to meet with grantee-partners. Women's Rights Funds apply their own controls on funds channelled to CBOs.

9) Mama Cash has the following controls on funds channelled to **women-led CBOs**:

- a. Grant agreements are in place which include Mama Cash's grant conditions with provisions on reporting and audits, safeguarding and fraud / corruption / non performance
- b. Reporting: All grantee-partners submit a progress report due six months after grant start date; annual self-assessment by grantee-partner and financial report at the end of each year in the grant period.
- c. All grantee-partners with an annual organisational budget of (the equivalent of) EUR 150,000 and/or with a grant amount of EUR 50,000 or more must submit an audited financial statement. Grantee-partners who submit an unaudited financial report may be subject to an audit carried out by an auditor assigned by Mama Cash; or an online verification process, carried out by Mama Cash. Auditing procedures of all grantee-partners are explained in Mama Cash's audit manual.
- d. Annual survey completed and most significant change stories submitted every other year. The Annual Self-Assessments, 12 months after the start date of the grant and, if applicable, twelve months into every following grant year, also enable Mama Cash to gather data to report on its Results and Learning Framework and other donor indicators that it has committed to.
- e. Mama Cash does not conduct monitoring visits. We take advantage of international spaces to meet with grantee-partners.

ANNEX 6 – LIST OF SUPPLEMENTARY MATERIALS

#	Document / Material	Source
1	GAGGA – Decentralized Grant-making Structure	
2	GAGGA – Gender Equality Plan	
3	GAGGA – Baseline Study 2021-2025	
4	Both ENDS – Code of Conduct	
5	Both ENDS – Code of Conduct partners	
6	Both ENDS – Mismanagement Fraud and Corruption Policy	
7	Both ENDS – Organisational Structure	
8	Both ENDS – Financial Management	
9	GAGGA – Financial Summary 2021-2025	
10	GAGGA – Audited Report 2023	
11	GAGGA – Annual Narrative Report 2024	

Process Action Plan (PAP) for Climate-SRHR project with Global Alliance for Green and Gender Action (GAGGA) (33 mio. DKK)

Action/product	Deadlines	Responsible/involved units	Comment/status
The project/programme budget is inserted into the proposal for the Finance Act	Ensure that the project budget is inserted into the proposal for the Finance Act – hearing will be sent out by APD (normally in February/March)	MULTI	Done
Identification			
Process Action Plan for project/programme development up to the registering of commitments	December 2024	MULTI	PAP to be updated at regular intervals
Formulation, quality assurance and approval			
Initiate development of project Document	February 2025	MULTI	
Formulation proper	Marts-April 2025	MULTI	
Tendering for and contracting of appraisal consultants, including one month mobilisation period	March-April 2025	MULTI (with assistance from LÆRING)	Draft TOR for appraisal, revised draft PAP and Draft Program Document and associated partner documentation
Finalisation of the project/programme document	April-May 2025	MULTI	
Quality assurance: External Appraisal	May 2025	LÆRING	
Final external appraisal report sent to unit	End June 2025	LÆRING	
Integrating recommendations from appraisal report in project documents	August 2025	MULTI	
Unit management comments on project documents	September 2025	MULTI	
Quality Assurance Checklist (Annex 9): documentation of the appraisal process	September 2025	MULTI	Signed by the responsible desk officer and the Head of unit and attached to the project/programme documents
Checklist for approval by the Under-secretary for development policy: QA of required documentation	September 2025	MULTI	The filled-in checklist to be attached to the project/programme document, appropriation cover note and Annex 9

All documentation are sent in F2 for the Under-secretary's endorsement via the Head of unit and ELQ (Modtagelse i Bevillingssekretariatet)	September 2025	MULTI	Required documentation: Appropriation cover note Final Project Document, including annexes Quality Assurance Checklist (Annex 9) Checklist for approval by the Under-secretary for development policy
LEARNING presents the grant for final approval by the Minister	September 2025	LEARNING	
The minister approves the project	September 2025	LEARNING submits the proposed project/programme together with the minutes of meeting	
Initial actions following the Minister's approval			
LEARNING facilitates that grant proposals are published on Danida Transparency after the Minister's approval	After Minister's approval	LEARNING	
Signing of agreements (commitments) with partner	After Minister's approval	MULTI	
Register commitment in MFA's financial systems within the planned quarter	After agreement(s) are signed	MULTI	