

Denmark's Support to AmplifyChange 2024-2026

Key results:

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

Justification for support:


















- The programme is fully in line with Danish priorities on gender equality and will contribute to Denmark's commitment to strengthen civil society in developing countries. The programme is relevant for building a strong and diverse civil society with presence and capacity in SRHR advocacy and networking in developing countries
- AmplifyChange is able to reach local organisations including youth-, women- and disability-led organisations. They are able to work in neglected SRHR areas and in fragile and remote settings, and seek to secure access to SRH services for the most marginalised and vulnerable groups.

Major risks and challenges:

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

File No.	2023-8286			
Country	Interregional			
Responsible Unit	MNS			
Sector	Reproductive Health			
Partner	AmplifyChange			
	<i>DKK million</i>	2024	2025	2026
Commitment	80	80	80	Total 240
Projected disbursement	80	80	80	240
Duration	2024-2026			
Previous grants	Since 2014, AC has received 650 mil. DKK			
Finance Act code	06.36.03.11			
Head of unit	Marianne Kress			
Desk officer	Marie My Warborg Larsen			
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

The overall objective is full attainment of SRHR for all, with special focus on women and girls, young people, and the vulnerable and marginalised groups in developing countries. The programme's thematic objective is to build a stronger and more inclusive civil society in developing countries, able to bring about better laws, policies, social norms and behaviour change, increase individual awareness of SRHR as human rights and access to resources, information and SRHR services.

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

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

Justification for choice of partner:

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

Summary:

The programme is core support to AmplifyChange for the implementation of their Strategy 2020 – 2025: Strengthening movements for sexual and reproductive health and rights. The strategy has four delivery streams: 1) Direct grants to civil society, 2) Organisation strengthening of civil society, 3) Knowledge for advocacy, and 4) Governance, management, administration. Direct grants to civil society will be provided on a 'call for proposal' basis. The annual action plan for 'call-for-proposal' will take a balanced approach to the five thematic focus areas: a) gender based violence, b) safe abortion, c) challenging stigma and discrimination, d) better sexual health for young people, e) better access to services. The grant assistance to civil society is complemented by support for organisational capacity strengthening.

Budget (engagement as defined in FMI):

Delivery Stream 1: Direct Grants	214,000,000
Delivery Stream 2: Organisational Strengthening	4,363,000
Delivery Stream 3: Knowledge for Advocacy	6,637,000
Delivery Stream 4: Governance management & administration.	15,000,000
Total	240,000,000

F2 Number: 2023-8286

Date:

**Denmark's support to
AmplifyChange 2024-2026**

Table of Content

1. Introduction.....	3
2. Programme Context	4
3. Strategic considerations and justification	5
4. Results and learnings from previous cooperation.....	6
5. Programme Objective.....	7
6. Theory of change and key assumptions	9
7. Summary of the results framework.....	9
8. Inputs/budget.....	13
9. Financial Management, planning and reporting	15
10. Risk Management	16
11. Exit strategy / Sustainability	18

1. INTRODUCTION

Denmark has supported AmplifyChange (AC) since 2014, when it was launched, and this programme document covers a new phase of Danish support over a three-year period. This programme document outlines the background, rationale and justification, objectives and management arrangements for the support to AC from 2024-2026, in total DKK 240 mil. (DKK 80 mil. annually). The programme document is an annex to the legal bilateral agreement with AC and constitutes an integral part hereof together with the documentation specified below.

The overall objective of the programme is to strengthen civil society in developing countries to promote sexual and reproductive health and rights (SRHR) for all, especially focusing on women and girls. Funding is provided to support implementation of AC's Strategy 2020-2025 particularly in neglected SRHR areas and in fragile and remote settings as well as to strengthen the capacity of civil society organisations based in developing countries to advocate for SRHR. AC's strategy was developed in consultation with its end beneficiaries (grantees) and other stakeholders.

AC was established as an innovative way to support local led organisations to foster change in their communities. The fund was established as a response to the challenge faced by small and medium sized civil society organisations (CSO) in Sub-Saharan Africa and Southeast Asia: to access funds from traditional donors. AC provides a critical opportunity to reach local communities and to develop the capacity of small and medium sized CSOs to advance the SRHR agenda and support the strengthening of a civil society movement. Through demand-led granting to the CSOs, AC has a focus on addressing issues¹ where access to funding is particularly difficult. Target groups are women and girls, young people, LGBT+, vulnerable and marginalised groups, including persons living with disabilities or HIV/AIDS. AC's purpose is to support those organisations facing challenges to advocate for solutions in their communities and at national level. Since its inception in 2014 AC has, over an 8-9 years' period, built its brand and an administrative set up capable of managing a large number of small and medium size projects, and developed an innovative virtual platform for knowledge sharing and tools for its grantees. AC uses a 'call for proposals' model in combination with activities for strengthening grantees' organisational capacity. Since the start of the fund, about 1000 grants have been approved to a range of groups, each working on a key aspect of SRHR.

The world is currently witnessing a massive global pushback against the rights of women and girls and gender equality. This pushback, or even reversal, is increasingly felt in developing countries. The support to AC and ultimately their grantees will help counter the pushback on women's rights, improve gender equality and help strengthen support for women and girls' rights, in particular, their right to decide over their own body.

The support to AC is fully in line with Danish development policy priorities. The programme document has been developed in an interactive process between Denmark and AmplifyChange.

¹ Gender-based violence; stigma (LGBTI+); access to reproductive health services, especially for youth (family planning); access to information, especially for youth (comprehensive sexuality education); and safe abortion,

2. PROGRAMME CONTEXT

The fight for SRHR for all continues to be necessary. There is still a long way to go before all women and girls have the power and means to decide over their own body and life. In many developing countries, especially in the African region, achieving SRHR for all is a challenge. Traditional practices and conservative beliefs prevail and makes progress difficult. Key elements of SRHR are profoundly important in determining the rights, health and well-being of women, young people and marginalised groups. In the following, the challenges of these key elements are outlined.

Sexual and gender-based violence (SGBV) is a widespread human rights violation affecting all genders, but women, girls, and LGBT+ persons are most impacted. About one in three women experience some form of gender-based violence in their lifetime². This includes Female Genital Mutilation/Cutting (FGM/C), child and forced marriage, domestic, and sexual violence. FGM/C affects approximately three million girls annually, with the highest rates in West Africa, the Middle East, Sahel, and East Africa³. In the least developed countries, 36% of girls marry before the age of 18⁴. SGBV's consequences are physical, psychological, and emotional, negating sexual pleasure and well-being. Traditional gender norms and unequal power relations perpetuate SGBV. Ideas of masculinity can harm men and boys, who are often perpetrators of violence. Therefore, it is crucial to include them in solutions.

Access to safe abortion: Women worldwide lack the choice of safe abortion due to legal and medical restrictions and stigma. This leads to 25 million unsafe abortions annually, with 97% in developing countries, causing 4.7%-13.2% of maternal deaths⁵. Access to post-abortion care is essential to reduce maternal mortality, but availability, cost, and quality vary significantly, making up a significant percentage of health care costs. Global health care systems spend approximately \$232 million on post-abortion care annually⁶. Improving access to safe abortion services would reduce the cost burden by 10-fold.

LGBT+ communities face discrimination in various aspects of their lives, including family, faith, education, healthcare, and the media⁷. This discrimination can be institutionalized through policies and culture in law enforcement agencies, the health system, education, and state institutions. Stigma can also be cultivated online and can intersect with other issues, leading to devaluation of LGBT+ individuals. At least 68 countries still criminalize same-sex relations, mostly in Africa. Progress in LGBT+ rights is challenging due to the current political climate, with some countries experiencing setbacks. Continued support to the LGBT+ community is therefore extremely important and necessary to achieve SRHR for all.

Comprehensive sexuality education (CSE) and menstrual health and youth-friendly service delivery: Despite making up over 50% of the population in some developing countries, the voices and concerns of young people regarding sexual and reproductive health are often neglected. Adolescents face over 6 million unintended pregnancies each year, with limited access to modern contraceptives⁸. Stigma and lack of information also surround menstruation, affecting women and girls who have limited access to menstrual products, education, clean water, and toilets. CSE is essential in changing norms and preparing young people

² [WHO report Violence Against Women Prevalence Estimates, 2021 \(who.int\)](#)

³ [WHO fact-sheet Female genital mutilation, 2023 \(who.int\)](#)

⁴ [UNFPA Child marriage, 2022 \(unfpa.org\)](#)

⁵ [WHO fact-sheet Abortion, 2021 \(who.int\)](#)

⁶ [Guttmacher Institute ADDING IT UP, 2014 \(guttmacher.org\)](#)

⁷ [OHCHR Background Note Human Rights Violations against Intersex People, 2019 \(ohchr.org\)](#)

⁸ [Guttmacher Institute Investing in Sexual and Reproductive Health in Low- and Middle-Income Countries, 2020 | Guttmacher Institute](#)

to make informed choices about their bodies and lives. CSE provides knowledge on gender equality and human rights, as well as helps adolescents reflect on cultural values and traditional beliefs. Despite evidence of its benefits, many children and adolescents still lack access to inclusive CSE⁹.

Access to comprehensive reproductive health services for poor, vulnerable and marginalised people: In developing countries, access to quality sexual and reproductive health services is limited, especially for vulnerable groups like people with disabilities and ethnic or religious minorities. Girls and women with disabilities are at higher risk of sexual and gender-based violence and face double stigma¹⁰. Developing countries also faces a higher burden of displacement due to conflict, poverty, and climate emergencies, with migrant populations having limited access to services and additional vulnerabilities.

Limited funding to civil society and shrinking space: Civil society delivers local solutions to local problems, and can often address sensitive issues within the wider human rights agenda and push for a positive and transformative development. In addition, the local organisations have access to communities and are often anchored in the local population. Local groups, consisting of members from vulnerable communities, are best equipped to design and implement solutions for those communities. This makes it easier for interventions to reach the poorest and most marginalised persons and to be effective and relevant to the target groups. Civil society can help by advocating for SRHR in government budgets and public health care. Despite this, funding to local civil society organisations are limited and in many countries CSOs experience shrinking civic space¹¹. Therefore, support to small local civil society organisations and movements is essential in order to achieve SRHR for all.

Climate change impacts directly and indirectly negatively on SRHR and impacts women and girls more severely. Extreme weather events disrupt health care facilities and infrastructure and interrupt supply chains. This limits access to SRHR services¹². In addition, the economic consequences of climate-related shocks for households can indirectly limit affordability of SRHR services where financial risk protection mechanisms are not in place for vulnerable and at-risk population groups¹³. Disruption of SRHR services can have widespread effects on health, including increases in sexually transmitted infections (STIs), unwanted pregnancies, maternal complications and death during childbirth¹⁴. Lack of access to water, sanitation facilities and health care, increases the risk of complications in pregnancies and access to contraception. As a result of climate disasters, women and girls have to travel longer distances to collect water and firewood. This increases their risk of SGBV.

3. STRATEGIC CONSIDERATIONS AND JUSTIFICATION

The selection of AmplifyChange as a partner is in line with the core principles for development cooperation set out in the Danish strategy for development cooperation “The World We Share” as well as the principle for Doing Development Differently. This includes providing funding in places where the needs are greatest, build and strengthen locally based civil society actors, and ensuring meaningful participation of young people.

⁹ [UNFPA Comprehensive sexuality education, 2021 \(unfpa.org\)](https://www.unfpa.org/public-materials/series/sexual-reproductive-health-rights/sexual-reproductive-health-rights-education/2021)

¹⁰ [WHO/UNFPA guidance note SRHR for persons with disabilities, 2009 \(unfpa.org\)](https://www.unfpa.org/public-materials/series/sexual-reproductive-health-rights/sexual-reproductive-health-rights-education/2009)

¹¹ [OHCHR report EastAfricaReport.pdf \(ohchr.org\)](https://www.ohchr.org/en/press-releases/2021/04)

¹² [UNFPA FAQ SRHR and climate crisis, 2021](https://www.unfpa.org/public-materials/series/sexual-reproductive-health-rights/sexual-reproductive-health-rights-education/2021)

¹³ [UNFPA FAQ SRHR and climate crisis, 2021](https://www.unfpa.org/public-materials/series/sexual-reproductive-health-rights/sexual-reproductive-health-rights-education/2021)

¹⁴ [UNFPA The Impact of the Climate Crisis on Sexual and Reproductive Health and Rights, 2022](https://www.unfpa.org/public-materials/series/sexual-reproductive-health-rights/sexual-reproductive-health-rights-education/2022)

The partnership with AmplifyChange also support the localisation agenda by ensuring local ownership and sustainability through partnerships with local actors.

The programme is fully in line with the goals set out in Denmark’s strategy for development cooperation ‘The World We Share’ on gender equality and Denmark’s commitment to promote and strengthen support for women and girls’ rights, in particular, their right to decide over their own body, and it will contribute to Denmark’s commitment to strengthen civil society in developing countries. In line with the “How-to note on Social Sectors and Social Safety Nets” the partnership will contribute to the institutional capacity building of local and national partners and seek to secure access to SRH services for the most marginalised and vulnerable groups. The programme is relevant for building a strong and diverse civil society with presence and capacity in SRHR advocacy and networking in developing countries in ‘hard to reach’ areas (thematic as well as geographic). According to the [2019-2020 Global Resources Report issued by Global Philanthropy Project](#), AC is the 8th largest funder in the Asia and Pacific region and the 3rd largest funder in the Sub-Saharan Africa region for LGBT+ support. Within all areas almost three out of four grants implemented in Sub-Saharan Africa, the geographical gravity is aligned to Denmark’s strong focus on Africa, where also most priority countries are found.

ACs overall vision guiding the Strategy 2020 – 2025 is ‘full attainment of SRHR for all’, and therefore this programme will contribute to achieving SDG 3: Good Health and Wellbeing (goal 3.7) and SDG 5: Gender Equality (goals 5.1, 5.2, 5.3, and 5.6). The programme also contributes to SDG16 (Peace, Justice and Strong Institutions) and SDG 17 (Partnerships for the Goals).

AC is assessed as fitting well into the portfolio of Denmark’s partners in the SRHR arena, which consists of inter alia the UN Population Fund (UNFPA), MSI Reproductive Choices, International Planned Parenthood Federation (IPPF) and the Danish Family Planning Association (Sex & Samfund). While support to and through international organisations is important, it is evident that in order to promote SRHR in developing countries the local voices itself must be strengthened. Supporting AC will not only build on what's been established but also enable increased funding for civil society SRHR advocacy and networking. Advancing SRHR and translating internationally agreed norms and standards into practice at country level in developing countries requires a stronger, better networked civil society.

The operational focus of ACs Strategy 2020–2025 on reaching the local CSOs in fragile and remote settings and the focus on neglected SRHR areas speak to the likelihood of successful delivery and that the programme will be effective.

4. RESULTS AND LEARNINGS FROM PREVIOUS COOPERATION

In AC’s 2022 Impact Analysis, the results of the first seven years are highlighted. There have been 55 funding rounds and 1098 approved grants in 69 countries. Through the support of AC, grantees have contributed to 30 significant policy and law changes in 24 different countries. AC and grantees work on the most contested issues of SRHR and in the hardest to reach areas. As an example of this, a network of CSO’s succeeded in getting a budget line for SRHR in three municipalities in Niger. In Rwanda a disability organisation has created significant changes in the Rwanda national family planning training manual to ensure it is inclusive of persons with disability. See annex 7-10 for more case studies and impact evidence.

In its first phase (2014-2021) AC was hosted and operated by the UK based consultancy company Mannion Daniels Ltd. (MD) with the African Women’s Development Fund (situated in Accra, Ghana) and the Global Fund for Women (situated in San Francisco, USA) as sub-contractors. In response to the lessons learned from the first phase 2014-2019, AC was registered and incorporated as a “not-for-profit and non-charitable company limited by guarantee” with the Registrar of Companies for England and Wales in February 2020. Currently AC is in the process of registering the organisation as a charity with the charity commission in England.

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

The Inception Review report from 2022¹⁵ concluded that AC has devoted significant efforts towards establishing an operational organisation with a strong team of staff members. They have accomplished this by adopting a lean organisational structure to ensure that the same high level of service provided in the first phase is maintained. This conclusion was reinforced by feedback received from AC’s grantees, who highlighted the organisation’s exceptional guidance, responsiveness, and flexibility in accommodating their needs. Grantees especially appreciated the organisation’s flexibility during the COVID-19 pandemic, which was vital in keeping activities in the field going. Ongoing dialogue with the organisation and latest a visit to their HQ in April 2023 shows continued progress and development from the organisation.

As one of the founding members of AC, Denmark has been a key partner since the establishment of the funding mechanism, not only in terms of funding but also as a key player in the governance body: Independent Advisory Board (IAB) and in the Fiduciary Risk Committee a subcommittee under IAB. Overview of Danish commitment to AmplifyChange:

2014-2016	2017-2020	2021-2023
210,000,000DKK	265.000,000 DKK	240.000,000 DKK ¹⁶

In September 2023 AC was selected by a large anonymous philanthropic foundation as a partner in an Africa-focused initiative to extend abortion rights on the continent. The partnership assembled for the project is unique – a partnership of equals, with common cause and specific technical specialism in policy engagement, strategic litigation, communications and self-managed abortion. AC’s relationship with long-time sub-grantees evolve to one of equal and separate implementation partners each with the same budget but working in synthesis to strengthen national movements in a selection of focus countries.

5. PROGRAMME OBJECTIVE

The overall objective is full attainment of SRHR for all, with special focus on women and girls, young people, and the vulnerable and marginalised groups in developing countries. The programme’s thematic objective is to build a stronger and more inclusive civil society in developing countries, able to bring about better laws,

¹⁵ The timing of the inception review was due to late appointment of the CEO (January 2022)





¹⁶ The 2023 contribution of 80 mio. DKK have not been disbursed

policies, social norms and behaviour change, increase individual awareness of SRHR as human rights, and access to resources, information and SRHR services.

The funding supports AmplifyChange’s five focus areas:

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

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

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

Knowledge generation is crucial to shaping local, national, and international efforts to improve SRHR. The work that grantee partners do to promote SRHR across the globe generates valuable learning about the needs of civil society advocacy. A core part of AC’s mission is centring grantee partners as knowledge and evidence generators, ensuring that their voices and experiences are heard at all levels of the SRHR community.

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

6. THEORY OF CHANGE AND KEY ASSUMPTIONS

The Danish support outlined in this programme document is for core support towards implementation of AC's strategy, and therefore its general [Theory of Change](#). Since this programme runs until one year after the end of AC's current strategy, Denmark will closely follow the upcoming strategy process and adjust our support if necessary.

AC's outcomes (objectives) are defined in its Theory of Change with strategies to achieve them. It is based on the existing evidence of how change happens in advocacy, including research that demonstrates that broad-based social movements effectively create and sustain long-term social transformation. The Theory of Change maps out the pathways and linkages between the grants AC offers, the delivery streams it will pursue, and the anticipated outcomes and impact of the advocacy it supports. A stronger and more inclusive movement for SRHR is a central outcome in the Theory of Change to drive change and achieve the vision that interacts with the other four outcomes.

- Outcome 1: Stronger, more inclusive movements for SRHR
- Outcome 2: Increase individual awareness of SRHR as a human right
- Outcome 3: Increase access to SRHR resources, information, and services
- Outcome 4: Transformed social norms
- Outcome 5: Changes in policies and laws

The outcomes are achieved through the three delivery streams: 1) Grants for civil society, 2) Organisational strengthening, and 3) Knowledge for advocacy. AC measures outcomes through a variety of indicators and have seen substantive gains at local, regional and national levels as grantees consolidate their advocacy strategies.

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

- AC continues to enjoy significant financial support from its donors.
 - Mitigated through pro-active and targeted fundraising.
- The governance structure is effective and management team maintains efficient and effective grant making, organisational strengthening and knowledge for advocacy. The Management team is responsible for all four delivery streams with the close oversight of the Board of Directors.
 - Mitigated through careful oversight by Founding Members, the Board and donors.
- That the civic space for SRHR advocacy does not deteriorate to a level where work is impossible and that AmplifyChange continues being able to adapt to the changing reality in the grant countries.
 - More difficult to manage external factors, but AC has measures for supporting groups in very challenging settings.
 - AmplifyChange has a good track record in rapidly adapting to new circumstances (as its response to Covid-19 demonstrated).

7. 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 programme as described in the documentation. Progress will

be measured through AC’s monitoring framework focusing on a limited number of key outcome(s) and corresponding outputs and their associated indicators.

AC’s Board approved the latest revised Results Framework in April 2023. In June 2021 it was agreed that the Board would revisit and approve the Results Framework on an annual basis. AC operates with different budget scenarios for indicative planning purposes and revises and updates the results frame considering both the level of secured funding from donors as well as the grantees’ results frames approved for funding.

The outcomes, outputs and indicators in the Results Framework reflect learning and experience from the first eight years of AC and are designed to ensure that AC is focusing resources on settings most off-track on SRHR and on groups working in the most difficult and challenging contexts.

The Results Framework builds on, and feeds into, AC’s Theory of Change. In order to track progress in delivery, outcomes and impact, it monitors overall organisational performance as well as each of the four delivery streams:

1. Grants for civil society
2. Organisational strengthening
3. Knowledge for advocacy
4. AC as an effective SRHR partner for CSOs and funders

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

Summary of AC preliminary results framework (based on Annex 3b):

Thematic Programme	Strengthening civil society movements for Sexual and Reproductive Health and Rights in developing countries	
Thematic Programme Objective	Stronger and more inclusive civil society movements able to bring about better laws, policies, social norms and behaviour change, information and services for sexual and reproductive health and rights.	
Impact Indicator 1	Number/examples of supportive SRHR policies and laws that grantee partners have contributed to, across countries and regions where grantees work (cumulative)	
Baseline	34 AmplifyChange grants are working towards / have policy and law change indicator(s)	
Impact Indicator 2	Number/examples of more inclusive social movements for change AmplifyChange grantee partners work towards (cumulative)	
Baseline	68 AmplifyChange grants are working towards / have movement building indicator(s)	
Impact Indicator 3	Number/examples of grantee partners contributing to (a specific) positive social norm change in their communities and regions where they work (cumulative)	
Baseline	38 AmplifyChange grants are working towards / have social norm change indicator(s)	
Delivery stream 1:	Grants for civil society	In the dialogues Denmark’s focus will be:

Outcome		AmplifyChange grants contribute to most neglected and challenging SRHR issues - gender-based violence (including FGM/C and child marriage), abortion, stigma and discrimination, youth (including CSE) and access		<ul style="list-style-type: none"> That the portfolio of grants is balanced across the five focus areas within a 10-20% of funding for each. Special attention will be on abortion, access to comprehensive sexuality education and information as well as SRHR services for young people. That hard-to-reach areas and fragile countries are sufficiently considered with targets set within a 10 – 15% range of the funding
Outcome indicator 1		Proportion of approved grants by priority theme (grant value of primary and secondary themes – cumulative)		
Baseline	Year	2022	Violence 20%; Abortion 13%; Stigma 19%; Youth 22%; Access 26% (n=83 grants)	
Target	Year	2026	TBD	
Outcome indicator 2		Proportion of approved grants implemented in Not To Be Missed Countries (number – cumulative)		
Baseline	Year	2022	63% (n=83 grants)	
Target	Year	2026	TBD	

Delivery stream 2:		Organisational strengthening of grantee partners		In the dialogues Denmark's focus will be:
Outcome		AmplifyChange grantee partners are strong, sustainable organisations with strengthened networks and funding		<ul style="list-style-type: none"> That organisational capacity development includes support to grantees on developing their funding strategy On evidence of grantees access to funding from other sources than AmplifyChange; On evidence that grantees advocacy capacity is increased
Outcome indicator		Numbers/examples of strengthened grantee partner organisations with increased engagement in networks, advocating for SRHR and increased/diversified funding (cumulative)		
Baseline	Year	2022	<ul style="list-style-type: none"> Funding for developing a grantee partner profiling website section secured Developed a 'Building Blocks' manual on organisational development, which serves as a guide to current and future AmplifyChange grantee partners Grantee partners receive international funding: Pamoja is a partnership between AC and three AC grantee partners (two directly and one through a new organisation) are now equal consortium partners for a \$100m investment of six years for improving access to safe abortions in 6-9 countries. Funded by an anonymous donor. Grantee partners become grant-makers themselves Three former AC grantee partners (one even an opportunity grantee) in Africa are now grant-makers in their own rights and supporting even smaller SRHR organisations in their sub-regions. 	
Target	Year	2026	TBD	

Delivery stream 3:		Knowledge for advocacy		In the dialogues Denmark's focus will be:
Outcome		Enhanced profile and reputation of CSOs in developing countries through sharing their knowledge and expertise to influence the wider government or global SRHR, health and development community		<ul style="list-style-type: none"> The participation of AmplifyChange contribution/participation of AC grantees in international policy

Outcome indicator		Number/examples of new SRHR evidence generated and/or current evidence synthesised and shared by AmplifyChange grantees		<p>conversations at major SRHR learning events;</p> <ul style="list-style-type: none"> • Presentations/panel discussions of AC grantees at major international scientific and learning events;
Baseline	Year	2022	<p>- Global Safe Abortion Dialogue (15-29 April 2021) had over 650 attendees from 250 organisations. 41 sessions were organized, AmplifyChange grantees and their partners presented and shared their knowledge at most of the sessions of the event.</p> <p>- Talking about Life Skills, More Comprehensively (23 November – 3 December 2021) dialogue had over 350 attendees from 100 organisations. 30 sessions were organized, the majority led by AmplifyChange grantees who presented and shared their knowledge at the event.</p> <p>- In June 2022 during the Global Partnership Forum on CSE's Global Symposium, eight current and former AmplifyChange grantee partners working on comprehensive sexuality education (CSE) presented on panels alongside a range of stakeholders, including UN agencies.</p> <p>- AC Partnership grant, Gender Links published and launched their 2022 Voice and Choice SADC Gender Protocol Barometer, tracking the progress of sexual and reproductive health in Southern Africa. This tool provides civil society activists in the SADC region with data to hold their governments accountable and to account on their commitments to the SADC SRHR Strategy.</p> <p>- At the end 2020, 26% (173 /670) Opportunity and Strengthening and 62% (63 /101) Network and Strategic grants generated new or synthesised existing evidence for advocacy and policy engagement.</p>	
Target	Year	2026	TBD	

Delivery stream 4		AmplifyChange as the preferred SRHR partner for CSOs and funders		In the dialogues Denmark's focus will be:	
Outcome		A strong, independent organisation with secure, multiple funding sources providing continuity and predictable support to CSOs in the developing countries, in the areas where SRHR is the most challenged		<ul style="list-style-type: none"> • Monitoring that AmplifyChange unfold its ambitions for sourcing funding, develop an action plan and vigilant implement it; • The level of funds raised in total and the level of funding from other sources than Denmark; • Contributing to a well-functioning Donor Forum and a constructive dialogue with the Board and The Grantee Reference Group. 	
Outcome indicator		Funds raised as per the AmplifyChange budget scenarios (cumulative)			
Baseline	Year	2022	£50.5m value of funding contracted as of 31 Dec 2022.		
Target	Year	2026	TBD		

8. INPUTS/BUDGET

The Danish contribution to AC will be a total of DKK 240 million for a three-year period. The support will be committed in 2024, 2025 and 2026 with an annual commitment of DKK 80 million (subject to the approved annual finance bills), and will be disbursed annually in 2024, 2025, and 2026 subject to approved annual work plans and budgets.

AmplifyChange Budget	GBP (Sterling) 2024-2026	Total DKK 2024-2026	Danish Share DKK
Delivery Stream 1: Direct Grants	£60,985,000	511,849,133	214,000,000
Opportunity Grants	£6,000,000	51,000,000	
Strengthening Grants	£17,000,000	144,500,000	
Strategic/Network Grants	£26,000,000	221,000,000	
Partnerships	£8,400,000	71,400,000	
Direct costs – grant management	£3,585,000	30,472,500	
Delivery Stream 2: Organisational Strengthening	£420,000	3,570,000	4,363,000
Delivery Stream 3: Knowledge for Advocacy	£640,000	5,440,000	6,637,000
Delivery Stream 4: Governance management & administration.	£2,955,000	25,117,500	15,000,000
Total	£65,000,000	586,627,500	240,000,000

Notes:

1. The above budget reflects AmplifyChange's Strategic Plan 2020-2025 plus with an additional year of expenditure and funding. Total £65m (DKK 586,627,500) over the period 2024-2026
2. The Direct Grant figures below represent grant amounts committed in the budget periods. Actual reported expenditure will likely run past the periods.
3. Exchange rate £ to DKK = 1 : 8.5
4. The distribution of the budget for direct grants (Delivery Stream 1) between the four types of grants: Opportunity, Strengthening, Network, and Partnership is indicative while respecting the Strategic Plan indication however may vary between years.

AmplifyChange will continue to mobilise funding as core funding; it is a guiding principle that AmplifyChange would not accept support from donors seeking explicitly to exclude their contributions from supporting the wider SRHR agenda. The Danish contribution will be provided as core funding. Disbursements will be made on the basis of annual budget and results framework approved by the Board of Directors. During the period 2014 – 2019 Denmark has been the single largest donor to AmplifyChange, having provided more than 50% of the total funding over the period. The shared ambition by Denmark and AmplifyChange is that the Danish

proportion of the total funding over time, will get below 50% in order to reduce AmplifyChange's dependency on a single donor. Current donors are Sida (13%), Vitol foundation (2%), Packard Foundation (2%) and an anonymous philanthropic foundation (14%). AmplifyChange is in dialogue with a range of potential public and private donors. Denmark will continue to follow this development closely.

Institutional and Management arrangement

The governance structure of AmplifyChange is laid out in its Articles of Association. The organisation is governed by its Founding Members (an international group of individual SRHR advocates) constituting the overall guardians of the organisation. The role of the Founding Members includes receiving the annual reports (financial and narrative), appointing the external auditors, and appointing Directors to serve on the Board. The Board of Directors oversees the implementation of the strategy, approves policies, work plans and budgets, and the grant funding decisions of AmplifyChange. The Board appoints the Chief Executive Officer (CEO).

AmplifyChange manages its input resources as a pooled fund and pursues a joint dialogue with its funders on budgets, work plans, and results. A consultative forum "Donor Group" has been established as the framework for the joint dialogue. The Chair of the Board leads the dialogue with the donors.

AmplifyChange is guided by a Grantee Reference Group, comprised of grantee representatives; it has an advisory role to the AmplifyChange management covering planning, implementation, and monitoring across grant making, organisation strengthening and knowledge for advocacy.

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

- Updated work plans and budgets, as approved by the Board, to be submitted to MFA on a yearly basis;
- Continued active Danish participation in the donor forum guided by fixed terms of reference and holding regular meetings;
- Close dialogue and cooperation between MFA and AmplifyChange on communication of results;
- Yearly narrative reports that are harmonized for all donors and fulfil all donor guidelines, focusing on the progress towards policy outcomes, measured against indicators in the results frame. The intention is that the donors will agree on a common format, which will meet the needs of all AmplifyChange donors.
- Annual audited reports where Denmark's contribution is clearly marked (see also bilateral agreement)

Monitoring

AmplifyChange grants are managed using an online grant-management system, Fluxx, which it uses to process large volumes of applicant data fairly and securely in line with GDPR. The system is user-friendly and considered a market-leader that facilitates grant-management at scale. This allows them to consolidate data flexibly to evaluate the grant-portfolio's performance.

AmplifyChange monitors grant-level results through various means of verification, including reporting, regular meetings and grant monitoring visits. There is a set of grant monitoring benchmarks to address grant and organisational issues as well as monitor success. They refine the approach and respond to major challenges by constantly listening to their grantees as well as consultation with the Grantee Reference Group, with representatives from across their portfolio.

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

AmplifyChange shares the learnings from the projects through a series of communities of practice, empowering local CSOs to strengthen their know-how and networks. Recent examples of the knowledge for advocacy approach include the Global Safe Abortion Dialogue and “Talking About Life Skills, More Comprehensively Dialogue”; participatory video training; amplifying grantee voices through podcasts and blog posts; supporting grantee evidence generation; SRHR financing research; peer learning and review.

AmplifyChange will submit verbal reports on a six-monthly basis via the Donor Group and an annual narrative and audited financial report.

Mid-term review: A mid-term review should be conducted late in 2024 early 2025 to guide the preparation of possible continued support to AmplifyChange (if such to be committed in 2026 for financing of 2027 activities). The overall objective of the mid-term review is to review and assess AmplifyChange’s execution of its strategy and the results achieved and take stock of the inflow of financial support to assess the sustainability of AmplifyChange. The review will guide the conversation on Denmark’s future engagement in AmplifyChange. Ideally the mid-term review would be conducted as a joint funders review subject to appetite by other donors. Terms of reference for the mid-term review should be consulted with the Chairperson of the Board and with other donors.

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/programme. After the termination of the project/programme support, the Ministry of Foreign Affairs of Denmark reserves the right to carry out evaluations in accordance with this article.

9. FINANCIAL MANAGEMENT, PLANNING AND REPORTING

AmplifyChange will submit the following annual reports:

- 1) AmplifyChange annual report and audited financial statements, specifying the Danish contribution as income
- 2) Updated budget overview (the use of funds and expected allocation of funds between outcomes and output for the coming year).

Narrative progress reports and financial reports

<i>Reporting period</i>	<i>Due date</i>	<i>Reports due</i>
1 Jan 2024 – 31 Dec 2024	30 June 2025	Reporting documents as described in points 1-2 above
1 Jan 2025 – 31 Dec 2025	30 June 2026	Reporting documents as described in points 1-2 above
1 Jan 2026 – 31 Dec 2026	30 June 2027	Reporting documents as described in points 1 above

Accounting and auditing: Both parties will strive for full alignment of the Danish support to the implementing partner rules and procedures, while respecting sound international principles for financial management and reporting.

Procedures and minimum requirements pertaining to disbursements

<i>Period</i>	<i>Payment amount</i>	<i>Estimated date</i>	<i>Contingent upon</i>
1 Jan 2024 – 31 Dec 2024	80,000,000 DKK	1 July 2024	-Signature of agreement -Receipt of 2023 AC annual report, audited financial statements
1 Jan 2025 – 31 Dec 2025	80,000,000 DKK	1 July 2025	- Receipt of 2024 AC annual report, audited financial statements - Updated budget overview
1 Jan 2026 – 31 Dec 2026	80,000,000 DKK	1 July 2026	Receipt of 2024 AC annual report, audited financial statements

Immediately after receiving a payment AmplifyChange must forward a receipt to the Danish Ministry of Foreign Affairs.

Both parties will strive for full alignment of the Danish support to the implementing partner rules and procedures, while respecting sound international principles for financial management and reporting.

10. RISK MANAGEMENT

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

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

Programmatic risk factors

Grant-making to small organisations with little capacity to manage financial issues often lead to an increased risk. Therefore risks related to fraud or misuse of funds are central in the AmplifyChange risk register. This includes fraudulent applications processed; fraud occurring during the course of project implementation; funds being disbursed to bogus organisations or not spent as proposed, leading to misuse or unreported use of funds.

There are strong mitigation processes in place including:

- Eligibility, integrity and financial management assessments completed on all new grantees or every three years, with appropriate financial special conditions set where needed, as per Fiduciary Risk Strategy.
- User friendly and appropriate financial reporting templates and guidance on financial management for grantees, available on the website: amplifychange.org
- Monitoring and audit programmes identify risks early
- Thorough and well-tested processes in place to identify, report and respond to fraud cases and cases of misuse of funds. Donors are informed of new (suspected) cases instantly and kept updated on a regular basis.
- Finance, Risk and Audit Committee provides quarterly oversight on responses to fraud cases
- Staff/Consultant training and guidance to screen out fraudulent applications as part of the application review process

The inability to disburse funds to grantees in certain countries is a critical risk to grantee partners project implementation. To mitigate this AmplifyChange has developed a tri-partite grant agreement that allows for fiscal sponsorship should AmplifyChange not be able to disburse funds to grantees directly. AC maintains relationships with several financial service providers to maximise opportunities to disburse funds and regularly monitor financial and other sanctions in operational countries.

AmplifyChange's dependency on Denmark as the single largest donor is a major risk. Competing donor priorities, including diversion of funds to other priorities, is a risk that AmplifyChange mitigates through ongoing communication with former donors to AmplifyChange, to gain their commitment, trust and support in the new entity; diversifying the donor pool to include philanthropic and other bi-lateral donors; prioritising strategic fundraising and submission of proposals.

Contextual risk factors

Political instability or inability to work on neglected SRHR topics in countries where grants are implemented are risk factors to AmplifyChange achieving its overall results. Grants are made to a wide range of grantees, based in countries with poor SRHR indicators, high level of institutional and social fragility, and/or affected by conflict. Projects to improve SRHR outcomes are often not supported by local or national governments. AmplifyChange mitigates this risk by consideration of political stability during the application stage; constant review of political dynamics in countries; grant holders are expected to prepare risk registers with mitigation strategies during project start-up. Grantees are required to update risk registers during project implementation. Staff need to receive security briefings and have guidance on local context, using local agents when required.

Institutional risk factors

Safeguarding incidents involving staff and consultants as either victims or perpetrators has been identified as a critical risk. Staff and consultants could be at risk of being the victims of abuse, violence and human rights violation, or indeed be a perpetrator, when travelling or otherwise. To mitigate this the organisation has robust duty of care arrangements for staff and consultants including:

- Thorough due diligence checks on all staff and consultants before recruitment or contracting
- Mandatory safeguarding training for all staff members and consultants
- Thorough pre-travel risk assessments and regular check-ins with staff members who are travelling
- An anonymous whistleblowing service is available via website

11.EXIT STRATEGY / SUSTAINABILITY

AmplifyChange has used 2020-2022 to ensure a smooth transition from MannionDaniels Ltd to a NGO. Attention has been on establishment of the teams and systems needed to maintain a lean organisation. In 2023 AC's focus is on securing funding. It is expected that AmplifyChange continues to enjoy support from a wide group of donors, including private foundations and private company, as has been the case hitherto. The fundraising target for AC is 75 mio. GBP from 2020-2025 and to date they have contracted 50.5 mio GBP. Currently AC is in dialogue with different donors to secure funding for the coming years.

The funding and sustainability aspects of AmplifyChange will be subjected to an assessment during the mid-term review and considerations will be given to Denmark's financial weight and level of an eventual future engagement. The strategy for Denmark is to provide predictable funding which allows AmplifyChange to properly plan its activities and to make commitments in year n for financing of grantees in year n+1. This gives AC sufficient time to adjust level of activities in relation to funding. In the expected scenario with a continuation of the multi donor arrangement Denmark's eventual exit after 2026 is not expected to bring AmplifyChange at risk as an ongoing entity save for giving adequate notice on the level of engagement. In the case of no continuation after this proposed grant, Denmark will aim at giving 12-month notice before exit to allow AmplifyChange to reschedule its 'call for proposals' programme.

AmplifyChange is committed to learning from their grantee partners and colleagues in the developing countries and involving them as equal partners in the work of AmplifyChange to support stronger SRHR movements. AmplifyChange established the Grantee Reference Group (GRG) in 2021 to invite advice and guidance from the grantee partners. The GRG meet regularly and helps to ensure that AmplifyChange continues to be relevant to their partners and collect learnings across projects and grantees.

AmplifyChange continues to work closely with the wider SRHR and civil society community and looks to exploring further partnerships. They are committed to being an active member of the international SRHR movement, to help maximise the movement's potential and impact for the benefit of civil society organisations everywhere.