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Concept Note

Support to AmplifyChange (2020-2022) for Strengthening SRHR Civil Society Advocacy for Sexual and Reproductive Health and Rights

1. The Proposed Project

The proposal is for a new phase of the Danish support to AmplifyChange with a 3-year commitment of DKK 80 million annually for a three-year period 2020 – 2022. In total DKK 240 million subject to annual parliamentary approval. The project will be financed from § 06.36.03.11 in support of implementation of AmplifyChange Strategy 2020 – 2025 aimed at strengthening civil society in developing countries to promote sexual and reproductive health and rights through advocacy and network building.

AmplifyChange is a well-known advocate for improved policy and action on the most neglected SRHR issues; the arrangement has from a non-existence in 2014 over 5 – 6 years built its brand and developed an innovative virtual platform for knowledge sharing and tools for its grantees. They have funded around 750 organizations the last 5 years, encompassing a varied range of groups each working on a key aspect of SRHR. No other SRHR civil society focused funding entity has developed such a strong portfolio within such a short period.

The proposed project is fully in line with the goals set out in The World 2030 on gender equality and Denmark's commitment to promote and strengthen support for women and girls' rights, in particular, their right to own body, and it will contribute to Denmark's commitment to strengthen civil society in developing countries. The project is aligned to the Danish SRHR action plan and speaks to the ambitions of the Minister for Development Cooperation to strengthen Danish support for women and girls' rights, particularly their sexual and reproductive health and rights, as set out in his four-year plan.

The world is currently witnessing a massive global pushback against the rights of women and girls. The pushback stands in stark contrast to the 2015 adoption of the Sustainable Development Goals, the global framework agreed upon by the global community – which among other things focuses on the health and rights of women and girls. The proposed project will contribute to achieving SDG 3: Good Health and Wellbeing, in particular goal 3.7: ensure universal access to sexual and reproductive health-care services, and SDG 5: Gender Equality, in particular goals 5.1: End all forms of discrimination against all women and girls everywhere, 5.2: Eliminate all forms of violence against all women and



girls in the public and private spheres, including trafficking and sexual and other types of exploitation, 5.3: Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation, and 5.6: Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.

2. Context analysis

Achieving sexual and reproductive health and rights for all is a challenge globally. But more so in many if not most countries in Africa where traditional practices and conservative challenges on human rights prevail. Shifting social norms to benefit SRHR is still much needed. The situation is similar in South Asia where there are real issues of child marriage. Global examples of push back on SRHR in 2019 alone include: movements in Uganda to reintroduce a bill imposing death penalty for homosexuality; in South Africa, gender-based violence was on the increase and protesters brought it on the top of the national agenda; a pre-election public debate in Ghana exploded over notions that Comprehensive Sexuality Education would lead to moral corruption of youth; in South Asia— as a cause of the Covid-19 pandemic, more marginalised groups like sex workers (India) and LGBTI people (Pakistan) could not get access to government support because of their sexual status. These examples serve as a reminder of the continued relevance of promoting SRHR for all, and in particular for women and girls, youth and the most vulnerable.

Comprehensive sexuality education (CSE) plays a key role in the preparation of children and young people in a world where unprotected sex, gender inequality and discrimination based on sexual orientation still pose serious risks to their lives and experiences. About 95% of women whom experience an unsafe abortion each year are from developing countries. Estimates suggest that unsafe abortion causes approximately 4.7% – 13.2% of the total number of maternal deaths globally. The ability of individuals to access safe abortion is an important component and indicator of sexual and reproductive health and rights. Combatting stigma is a necessary step in ensuring universal SRHR. Building the ‘SRHR voice’ in developing countries through funding civil society will enable them to push for lasting and localised change in SRHR policies, norms and attitudes in their given context. Female genital mutilation/cutting (FGM/C) is both a cause and a consequence of gender inequality. It can cause short and long-term physical, psychosocial and sexual health consequences. FGM/C is mostly prevalent in Sub-Saharan and North Africa. While there are improvements in the legislation, making FGM/C unlawful, it is still practiced widely in traditional contexts. 1 in 3 women experienced sexual violence by an intimate partner or non-partner¹. Prevalence of sexual violence is particular high in eastern-southern Africa. Marginalised populations, including LGBTI persons, people living with HIV/AIDS, sex workers, migrants or refugee populations, and children experience increased barriers and risks to accessing appropriate legal, health, and psychosocial services. LGBTI communities face discrimination in law, society (including in family, faith, education and health care settings, the media, and from law enforcement

¹ Violence against women key facts (World Health Organization)



agencies) and often carry internalised stigma relating to their sexual orientation. This stigma also relates to other intersecting issues such as health, their employment and other social factors, which can be used to devalue them as individuals. Currently, at least 68 countries still have national laws criminalising same-sex relations between consenting adults. Most of these are African countries.

The negative impact of the escalating COVID19 health crises for women and girls have been instant and severe – a “shadow crisis” in the words of the UNSG. Women make the majority of frontline health workers; more girls than boys drop out of school; women and girls bear the brunt of unpaid care work; and women constitute the majority of those working in the informal sector, with low wages, no social protection and small chances of being reached by governmental support packages. The virus has clearly revealed and amplified the existing fault lines of inequality and stigma; it has added pressure to already stretched health systems and disrupting already inadequate SRHR services, including safe abortion. Lockdown has been used as excuses for intimidating LGBTI groups, and has led to an increase in sexual and gender-based violence and domestic violence/intimate partner violence. School closures also increase children and adolescents' exposure to violence and harmful practices such as child, early and forced marriages, teen pregnancies and female genital mutilation. The risk of many girls never coming back to school when they reopen is high.

3. The Partner

The immediate partner for the proposed engagement is the not-for-profit organisation AmplifyChange. AmplifyChange is a civil society support mechanism for strengthening voices for sexual and reproductive health and rights (SRHR) in developing countries. Improvement of sexual and reproductive health and rights for women, and girls and marginalised groups is a key focus. AmplifyChange mandate as set out in its Articles of Association, limits its operations to support to civil society in 'ODA-eligible' countries.

AmplifyChange operates a challenge funds for financial support to civil society in developing countries, provides technical assistance for organisational strengthening to recipient of funds, and is a knowledge hub for SRHR-advocacy. While the organisation is headquartered and registered in UK, its Founding Members are an international group of individual SRHR advocates and its Board of Directors is of a diverse geographical origin. While the outreach is specified as ODA-eligible countries, it will continue having Africa as its focus area. 74% of its grantees have been in Africa.

Denmark played a key role together with the Netherlands and Packard Foundation in establishing the multi-donor SRHR fund, which was launched in 2014 as AmplifyChange. The fund was established as a response to an identified gap in funding of civil society's work on advancing SRHR, in particular organisations in developing countries, a funding gap, which was identified by a Danish review in 2012 and later reconfirmed in a review by the Netherlands. At the time of establishing AmplifyChange, the fund was not created as a formal organisation, but was set-up as a joint donor fund with a fund management structure.



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Although it has been run by a fund manager, it has for all practical purposes operated as an organisation, including building the brand of AmplifyChange. Essentially, it was envisaged that the virtual arrangement should act and be understood as an organisation with a lifespan beyond its initial years. In response to lessons learnt during the first phase from 2014 – 2019, AmplifyChange is now formalised and registered as a not-for-profit organisations and has initiated the process of transitioning activities from the ‘virtual’ organisational set-up to the formalised organisation.

AmplifyChange is a well-known advocate for improved policy and action on the most neglected SRHR issues. It is a unique entity being a challenge fund with its focus on advocacy for SRHR through support to civil society in developing countries, having a specific focus on ‘hard to reach’ areas, and with a capacity to manage a large number of grantees. AmplifyChange has a good track-record in reaching ‘hard to fund’ areas (geographically as well as subject wise). Its inclusive approach and capacity building activities has ensured support for a diverse range of civil society groups, including those who have never previously received support for their SRHR advocacy efforts. Through the wide outreach, AmplifyChange has gained substantial knowledge of the SRHR sector and demonstrated solid expertise in managing a wide variety of grantees. Further in Annex 1.

4. Lessons Learned

Denmark was a lead founding member of AmplifyChange and has been a key-partner since the establishment of the funding mechanism, not only in terms of funding but also as a key player in the governance body: Independent Advisory Board (IAB) and in the Fiduciary Risk Committee (a sub-committee under IAB). In 2014, Denmark was one of the first movers to support AmplifyChange together with the Netherlands, and Packard and Hewlett Foundations. The involvement of HRH Crown Princess Mary in the launch of AmplifyChange in 2014, in the margins of the UNGA ICPD 20th anniversary, greatly enhanced efforts to broaden the group of donors to AmplifyChange.

With significant financial support from the four founding members, Denmark, the Netherlands, Packard and Hewlett Foundations, and a wider group of five additional donors consisting of the United Kingdom, Norway, Sweden, a large anonymous foundation, and the private company ViiV Healthcare, AmplifyChange has provided more than 930 grants in 85 countries and provided organisational support, knowledge sharing and learnings events to the same number of grantees. Denmark has remained a key partner for AmplifyChange. End 2019 Denmark has supported AmplifyChange with approx. DKK 480 million in core funding corresponding to approx. 60% of the total financial inflow.

A mid-term review conducted by the Netherlands in 2018 highlighted that the funding arrangement did not sufficiently allow for longer term funding to AmplifyChange. It was recommended, that donors should consider providing longer term financing to ensure predictable funding; a finding, which was later re-confirmed by a review by Denmark in October 2019. During the Danish review grantees expressed concerns about sustainability of AmplifyChange due to the fund management and virtual organisational structure.



The Danish 2019-review found AmplifyChange very relevant as a funding channel for supporting civil society SRHR advocacy in developing countries. It recommended:

- Denmark to stay engaged to ensure sustainability of the funding mechanism by supporting efforts to register AmplifyChange as a not-for-profit entity with a governing Board driving policy and strategic planning.
- AmplifyChange to review its grant-structure for finding opportunities for improved cost-effectiveness, e.g. through setting thresholds for small grants;
- AmplifyChange to rethink capacity building from focusing too much on pre-contracting due diligence to also including phased plans for governance strengthening, country-level networking and resource mobilisation during implementation.

AmplifyChange organisational set-up was formalised in February 2020 when a group of eight social justice advocates² (aka Founding Members), took steps to register AmplifyChange as a not-for-profit entity with a traditional governance, to secure an organisation able to continue filling the key gap in the global architecture for supporting SRHR advocacy in a more sustained and permanent way. The Founding Members started the process of transitioning AmplifyChange operations into the independent not-for-profit entity by appointing a Transitional Board of Directors. The Transitional Board agrees with the review findings, including the need for improved efficiency through a balanced portfolio while acknowledging the objective of providing funding for grassroots. The Board will approve grant parameters on an annual basis to ensure a sound balance in efficiency and inclusive focus.

The review found results monitoring weighted on the mechanics of funds disbursement and that greater attention should be given to the outcomes and changes that AmplifyChange grants contribute to bringing about. In terms of harvesting results, this is a methodologically complex area, and AmplifyChange will work and consult widely to develop pragmatic and valid approaches. The AmplifyChange Strategy 2020-2025 will help address this issue in focusing on strengthening the documentation and development of approaches to better assess the results and impact of advocacy supported by AmplifyChange. This will serve as the basis for learning and future development of AmplifyChange as a global advocacy platform.

5. Program Objective and summary of results frame

The objective of the proposed Danish support is, through support to implementation of AmplifyChange Strategy for 2020 – 2025, to strengthen civil society in developing countries to promote sexual and reproductive health and rights for especially women and girls. The organisation's mandate sets a clear SRHR focus and limits span of geographical operations to ODA-eligible countries, - a focus which is pursued in the Strategy 2020 – 2025. Given the full compatibility between AmplifyChange (mandate and objective) with the Danish policy and priorities, the strategic objectives, outcomes, outputs and indicators for the Danish support will be AmplifyChange's framework.

² All of whom have been actively engaged in AC in the last 5 years



The strategic objective of AmplifyChange 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. AmplifyChange aims at being the global leader in supporting grassroots organisations in South, building stronger organisations advocating for SRHR, especially in challenging contexts. Support to grantees will be based on the strength of ideas, innovation, commitment and performance of the grantee. Putting grantees at the centre of its activities AmplifyChange seeks to be different from traditional and longer established SRHR advocacy organisations. The thematic programme objective is to build stronger and more inclusive civil society able to bring about better laws, policies, social norms and behaviour, information and service for sexual and reproductive health and rights.

AmplifyChange Strategy outlines three Delivery Streams for support to grantees in developing countries and knowledge sharing and one for its own organisation as outlined below. It is clear from the summary that the key-deliverable needs further work. The results frame is still under development, and Denmark will follow this closely and engage in a dialogue with AmplifyChange as part of the project formulation.

Delivery stream 1 : Grants for Civil Society	Key Deliverables
Output 1: Direct Grants to civil society	# of Call for proposal rounds for four grant types annually: opportunity grants, strengthening grants, network grants, and partnership grants.
Output 2: Grant Management	Grant management plan reviewed annually, due diligence assessment and scrutiny of grantees, and monitoring. Establish grantees' reference group and hold quarterly meetings.
Output 3: Design of funding parameters	Country-specific mapping to identify geographical focus and themes for added value.
Delivery stream 2 : Organisational Strengthening of Civil Society	
Output 1: Design and Implementation of Organisational Strengthening approach	Parameters and Plan for organisational strengthening developed and approved by AC Board.
Output 2: Organisational Strengthening Plan – Grantee Activities	Develop and support grantee-specific organisational strengthening plans.
Delivery stream 3 : Knowledge for Advocacy	
Output 1: Design and Implementation of Knowledge for Advocacy Plan	An plan for production of knowledge products SRHR advocacy produced and approved by Board.



Output 2: Production of Digital Learning Products	Knowledge products and presentations made available for grantees.
Output 3: Grantee Participation in SRHR Learning Events	Production of material and support to grantees for grantee participation in international scientific and learning events.
Delivery stream 4 : Governance, management, administration	
Output 1: Governance	Annual members meeting, 4 annual board meetings, approved policies, annual work plans and budgets. Theory of Change updated and approved by Board
Output 2: Fundraising	Strengthen dialogue with funders, holding 4 meetings annually in Funders Council.
Output 3: Organisational Administration	Efficient and effective administration with timely and relevant reporting.

Establishing a solid results frame for an organisation funding advocacy activities is in itself a challenge and for a global fund using ‘call-for-proposals’ as a funding mechanism it is not possible as the results of the fund is an accumulation of the results achieved by the grantees, whom is not known until a funding round has been completed.

AmplifyChange is further challenged at the moment in formulating its results matrix due to uncertainties on the level of funding as its funders are at various stages in the process of renewing their grants to AmplifyChange as is Denmark. AmplifyChange operates with different budget scenario for indicative planning and will revise and update the results frame on an annual basis considering both the level of secured funding from donors as well as the grantees’ results frames approved for funding.

The updated results frames will be discussed with funders in the Funders Council (donor coordination and dialogue forum) when established and Denmark will as an active member of the Funders Council use this platform for dialogue on the results frame and monitoring of the results.

The preliminary results frame provided in Annex 3 will be refined as part of the project preparation.

6. Theory of Change and Key Assumptions

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

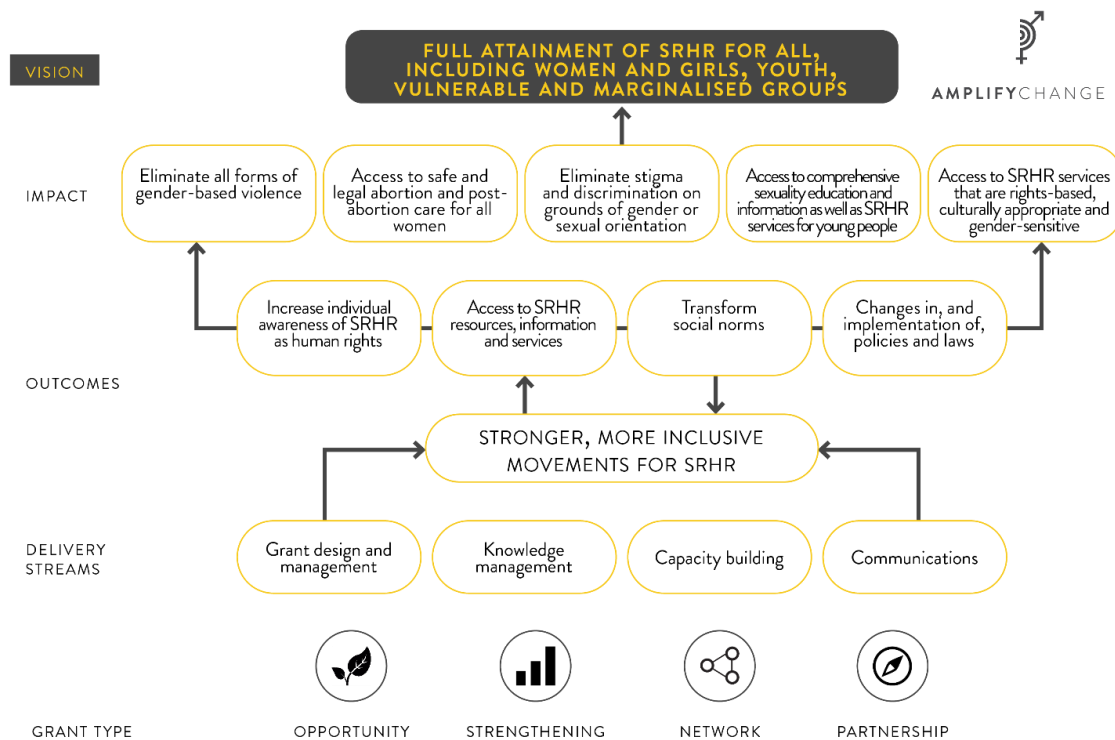
- i. Elimination of all forms of gender-based violence,
- ii. Access to SRHR services that are rights-based, culturally appropriate and gender sensitive,
- iii. Access to safe and legal abortion and post-abortion care for all women,



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- iv. Access to comprehensive sexuality education and information as well as SRHR services for young people, and
- v. Elimination of stigma and discrimination on grounds of gender or sexual orientation.

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



Key assumptions underpinning the ToC is that AmplifyChange continues to enjoy significant financial support from its donors, that the governance structure is effective and management maintains efficient and effective grant management. While the Theory of Change of AmplifyChange rests on sound internal logic, it also rests on the serious assumption that the civic space for SRHR advocacy does not deteriorate to a level where work is impossible. AmplifyChange grantees work in a context of high controversy in most of the engagement countries and AmplifyChange is often ‘first mover’ in less stable countries for provision of SRHR advocacy support. Sensitivities around SRHR in such situations add significant amounts of risk. Often SRHR interventions need to adapt the approach to the local context. Terminology has proven critical to success, including grantees using their local knowledge and links to do what is appropriate, for example replacing reference to LGBT by ‘people who are different’.

It is a key assumption that AmplifyChange continues being able to adapt to the changing reality in the countries where it works. AmplifyChange’s track- record in this respect is



positive. They are often ‘first movers’ in countries difficult to reach; the grassroots nature of its grantees makes it possible to start with one or two grantees, giving these extra attention and capacity development support to build their strength and then support these to move the outreach. AmplifyChange has also shown agility in responding to political changes in countries like Tanzania through giving grantees the right of anonymity to protect grantees being harassed and closed down.

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

7. Institutional and Management arrangements

In consequence of the formalisation of AmplifyChange the organisation has put in place a traditional governing structure with an annual meeting for Members appointing a Board of Directors overseeing the organisation’s operations. AmplifyChange has embarked on a process of transitioning operations from the fund-management set-up to the registered entity. The Members (8 Founding Members) have appointed a Transitional Board with 5 Directors to govern the transition process. The transition process is outlined in the document ‘Transitional Arrangements’ approved by the Transitional Board.

For reasons of contractual obligations related to contracts signed with grantees as well as with donors for the AmplifyChange1 period – a parallel structure of operational grant management will run during the transition period. The parallel structure consists of the decreasing AmplifyChange1 portfolio and the increasing portfolio of grants signed under the legal registered AmplifyChange.

The transition arrangement is estimated to be 12 – 18 months process. Main steps are:

- The Transitional Board has appointed the current fund director as the interim Chief Executive Officer (CEO) with a responsibility of implementing the Transitional Plan and the day-to-day management, under the Transitional Board’s oversight;
- The current fund manager provides managerial and administrative support to registered entity during the transition period through a service contract. The service contract will be gradually phased out in line with staff and systems transfer takes places;
- Recruitment of the permanent CEO through a competitive process to commence in September 2020;
- Transfer of staff to be done in ‘batches’ and will commence from September 2020
- Policies and operational processes to be updated and approved by the Transitional Board 3rd and 4th quarter 2020;



- At the end of the transition period, the appointed transitional board will be replaced with a Board of Directors appointed by the Members annual meeting.

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

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

Through participation in the Donor Forum and in direct dialogue with AmplifyChange management, Denmark will monitor and support development of AmplifyChange and implementation of its Strategy for 2020-25, including the evolution of the organisation (with reference to the recommendations from the review) under the leadership/direction of the Board. In line with the DDD agenda, embassies in countries where AmplifyChange is active will be engaged in terms of ensuring coherence across Danish SRHR engagements as well as consulted with respect to the organisations performance.

8. Financial Management, planning and reporting

The Transitional Board has appointed BSG Valentine of Tavistock Square, London to act as accountants for AmplifyChange during the transition period. The contract for accountancy will be re-tendered at the end of the transition period.

A procedures manual covering finance, procurement, and HR is in place with AmplifyChange1 and will include rules on who can incur which expenditure (level and type). This will be revised and ‘rolled’ into AmplifyChange as will the policies on anti-corruption, ethical behaviour etc.

In its dialogue with AmplifyChange, Denmark will focus on AmplifyChange continued use of relevant and timely financial reporting for managerial decision making to ensure good ground for efficiency and effectiveness reviews and allow for results based financial decision-making. The organisation will provide financial reporting, including annual audited financial statements, in accordance with Danida Aid Management Guidelines.



Denmark will focus on monitoring that the current strong financial due diligence process continues being in place and that the organisation continues to maintain its focus on fiduciary risks. The level of misuse of funds at all levels have been low and cases have been dealt with in compliance with Denmark’s requirements and policies.

9. Preliminary proposed budget

The proposal is for a Danish contribution to AmplifyChange of DKK 80 million annually (same level as current support) for a three year period 2020 – 2022, in total DKK 240 million. The support will be committed annually in 2020, 2021 and 2022 subject to the approved annual finance bills, and will be disbursed annually in 2021, 2022, and 2023 subject to approved annual work plans and budgets.

Budget; Measured Growth Scenario – continuation of services and measured growth 2020 – 2023	Budget (mill)		Danish commitments to be disbursed
	£	DKK	DKK
Delivery stream 1: Grants for Civil Society	60,260,000	482,080,000	219,000,000
Delivery stream 2: Organisational Strengthening for Civil Society	500,000	4,000,000	1,900,000
Delivery stream 3: Knowledge for Advocacy	760,000	6,080,000	3,000,000
<i>Sub-total</i>	<i>61,520,000</i>	<i>492,160,000</i>	<i>223,900,000</i>
Delivery stream 4: Governance, Management, administration, communication	2,516,510	20,132,080	11,100,000
Total	45,000,000	360,000,000	235,000,000
Reviews, TA, communication events, etc. (managed by MFA)			5,000,000
Grand Total	65,000,000	520,000,000	240,000,000

The 2019-commitment, which Denmark made in December 2019 for financing of the 2020-workplan will be utilized for financing 2020 activities under the mentioned delivery streams. A detailed budget is provided in Annex 4.

AmplifyChange Members and Board Directors play an important role in identifying and leveraging new and diversified sources of financial support for AmplifyChange, and in communicating the benefits of supporting Southern-based grassroots organisations on SRHR advocacy. AmplifyChange is working on a comprehensive fund-raising plan. The organisation has already started discussions with other potential funders. To date, AmplifyChange has reached out to the governments of the UK, Netherlands, and Norway, all current funders of AmplifyChange where the agreements have expired or will do so during 2020. Sweden’s agreement with AmplifyChange1 will expire only in 2021 hence dialogue has not started yet. Preliminary discussions/scooping with the Packard



Foundation, and with two private foundations that focus on menstrual health (The [Case for Her](#), and the [Kulczyk Foundation](#)) are ongoing. Further, conversations have commenced with Canada as a new funder of AmplifyChange. Canada has invited Denmark to a joint dialogue with AmplifyChange as part of their initial processes.

10. Communication

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

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

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

A communication plan for the Danish engagement will be developed in cooperation with AmplifyChange and included in the project documentation.

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



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ANNEXES:

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- Annex 2: Selected AmplifyChange Success Stories
- Annex 3: Preliminary Results Framework
- Annex 4: Budget scenario 2020 – 2023
- Annex 5: List of Additional Material
- Annex 6: Process Action Plan
- Annex 7: Risk Management Matrix



Annex 1: Description of Partner

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

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

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

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



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the Fund as an entity to champion and raise the profile of its key area of concern. The Fund Manager will undertake fundraising to support the work of the Fund. The Fund Manager will ensure that the Fund has visibility and a strong and independent identity.’ AC was envisaged as a multi-donor virtual organisation administered by a fund manager. From the outset, the expectation was that activities would continue beyond the initial period for the fund in a regulated/formalised organisational set-up. For all intents and purposes it was envisaged that the virtual arrangement should act and be understood as an organisation with a lifespan beyond its initial years.

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

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

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

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

Danish Support to AmplifyChange: As one of the founding members of AmplifyChange Denmark has been a key-partner since the establishment of the funding mechanism, not only in terms of funding but also as a key player in the governance body: Independent Advisory Board (IAB) and in the Fiduciary Risk Committee (a sub-committee under IAB). In 2014, Denmark was one of the first movers to support AmplifyChange together with the Netherlands, and Packard Foundation; however, the initiative soon enjoyed



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support from a wide group of likeminded donors and was at the time of launching a multi-donor mechanism. During its first five-year period, AmplifyChange has received significant financial support from the three founding members as well as a wider group of five donors including United Kingdom, Norway, Sweden, ViiV Healthcare (private company), and Hewlett Foundation. End 2019 Denmark has supported AC with approx. DKK 480 Million in core funding. The finance bill 2020 indicates continued funding at the same level annually.

Criteria for selecting AmplifyChange: AmplifyChange is now a well-known advocate for improved policy and action on the most neglected SRHR issues. They have funded around 750 organizations the last 5 years. Through its wide outreach and work with the large number of Southern based civil society organizations AC has gained substantial knowledge of the sector and demonstrated solid expertise in the SRHR field in South. From the out-set AmplifyChange was unique; it was established as a response to an identified gap in relation to funding of civil society engagements in advancing SRHR, in particular for organisations in the South. The organisation continues to be unique; no similar SRHR challenge fund focusing on South SRHR civil society having such specific focus on ‘hard to reach’ areas and capacity to manage a large number of grantees have been identified. The organisation has a good track-record in reaching ‘hard to fund’ areas (geographically as well as subject wise). Denmark is at the forefront of advocating and promoting sexual and reproductive health and rights (SRHR) for all women, men and youth and the right to decide over one’s own body.

While support to and through international organisations is important, it is evident that in order to promote SRHR in the South the “SRHR voice” of the South itself must be strengthened. With continued support to AC, Denmark will not only build on what was established in 2014, but also enable continued and increased funding for civil society SRHR advocacy in the South. Sexual and reproductive health and particularly rights are in many contexts not a given. Advancing these rights for women, men and youth at national, regional and global levels and translating internationally agreed norms and standards into practice at country level requires a stronger, more vibrant and better networked southern based civil society.



Summary of key partner features

<p>Partner name</p> <p><i>What is the name of the partner?</i></p>	<p>Core business</p> <p><i>What is the main business, interest and goal of the partner?</i></p>	<p>Importance</p> <p><i>How important is the programme for the partner's activity-level (Low, medium, high)?</i></p>	<p>Influence</p> <p><i>How much influence does the partner have over the programme (low, medium, high)?</i></p>	<p>Contribution</p> <p><i>What will be the partner's main contribution?</i></p>	<p>Capacity</p> <p><i>What are the main issues emerging from the assessment of the partner's capacity?</i></p>	<p>Exit strategy</p> <p><i>What is the strategy for exiting the partnership?</i></p>
<p><i>AmplifyChange (AC) (Registered in England and Wales under registration no. 12482833)</i></p>	<p><i>Resource mobilization to and provision of grants to support the work of civil society organisations located in ODA-eligible countries advocating for improved sexual and reproductive health and rights (SRHR).</i></p> <p><i>Delivery of training and support for organisational strengthening of grantees.</i></p> <p><i>Sharing of knowledge and best practices for advocacy work in SRHR.</i></p>	<p><i>Medium to High</i></p> <p><i>Without the program, the AC will have only limited resources for its work programme and the 2021+-'call for proposals'.</i></p> <p><i>Denmark is one of a few group of donors providing stable funding to SRHR advocacy without setting restrictions on funding of e.g. advocacy for right to own body and free sexual preferences. .</i></p>	<p><i>High</i></p> <p><i>AC is unique – its almost the only funding mechanism for funding to small CSOs and grass-root based civil society activists in South.</i></p> <p><i>AC is more than a fund; it is a wider platform for sharing of knowledge for SRHR organisational strengthening of grantees, and for sharing of grantees' knowledge and experiences.</i></p>	<p><i>The main contribution of the partner will be provision of support (financial and TA) to civil society SRHR advocacy activities in South, in particular focusing on support to activities in countries and SRHR issues that are hard to fund.</i></p> <p><i>AC's delivery streams:</i></p> <ol style="list-style-type: none"> <i>1) Provision and management of grants for civil society based in South;</i> <i>2) Organisational strengthening of grantees;</i> <i>3) Knowledge for advocacy.</i> 	<p><i>Strength: capable of tailoring training courses to specific needs and learning style. Capable of upscaling/ thematic adjustment if necessary</i></p> <p><i>Opportunities: Can provide on-line follow-up training and coaching to help participants translate theory into practice.</i></p> <p><i>Threats: Uncertain whether Board will be able to continue to keep monitoring costs/ overhead down in a situation with closing space for SRHR advocacy.</i></p>	<p><i>Since AmplifyChange grants include many multi-year grants and partnerships, predictability in funding is a must. As Denmark is not the sole funder AmplifyChange should Denmark wish to exit activities can be ensured through other funding channels.</i></p> <p><i>In the case of non-continuation of the grant ample notification – preferably 12 months must be given in order to allow AmplifyChange to reschedule its calls for proposals programme.</i></p>



Annex 2: Selected AmplifyChange success stories

Overturning the ban that prevents pregnant girls from attending school

In Sierra Leone, AmplifyChange grantee Equality Now has worked with others to overturn the ban that prevents pregnant girls from attending school. Equality Now is a Strengthening Renewal grantee who first received AmplifyChange funding in 2017, and continues to receive a renewal grant.

In May 2018, Equality Now and their partners (Women Against Violence and Exploitation in Society and Child Welfare Society) in Sierra Leone collaborated with the Institute For Human Rights And Development In Africa. They filed a case at the Economic Community of West African States (ECOWAS) Court of Justice in Abuja challenging the unlawful and discriminatory ban that prevents pregnant girls from attending school in Sierra Leone.

In many cases, these girls are pregnant as a result of rape and sexual exploitation and they often face widespread stigma preventing them from attending school. While waiting for the case to be heard, Equality Now and partners worked to challenge this stigma. They engaged national legislators, ministers and high-level influencers; mobilised public support through their global network of 55,000 activists; and used media, particularly social media.

On 12th December 2019, in a landmark decision for the West African region and Africa in general, the court ruled that the government of Sierra Leone breached the right of girls to education and that the ban should be immediately lifted. The court also ordered the government to put in place national strategies and measures to enable teenage mothers to attend school including:

- integrating Sexual and Reproductive Health and Rights in school curricula to address increased numbers of teenage pregnancies
- sensitising communities against discrimination.

AmplifyChange grantees achieved this major victory through a coordinated advocacy programme movement led by Equality Now and its partners affirming girls' fundamental rights to education.

Increased access to safe abortion services in the public sector by ensuring implementation of an existing law

In Mozambique, abortion was decriminalised in some situations under the revised Penal Code (December 2014).

Network grantee, Associação Moçambicana das Mulheres de Carreira Jurídica (AMMCJ), received AmplifyChange funding in 2016 to support the work of the *Rede para os direitos sexuais e reprodutivos* (the Coalition for the Defense of Sexual and Reproductive Rights) to create the enabling environment for the roll out of services under the revised Penal Code in Mozambique.



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The *Rede para os direitos sexuais e reprodutivos* comprises a number of national and international members. The coalition has been instrumental in facilitating implementation of the existing law; they have worked to finalise the Clinical Standards and Guidelines on Safe Abortion and Post-Abortion Care, based on recommendations from the World Health Organisation (2016) and a Ministerial decree to release them (2017). These lay out how the Penal Code will be operationalised by providing safe abortion services within the public sector.

Mozambique is on course for a 10-fold increase in abortion provision within public sector facilities between 2017 and 2019 (annualising half-year figures). Internal figures produced by the Ministry of Health reveal the extent of the change, which is only possible by the work of our grantee's coalition, *Rede para os direitos sexuais e reprodutivos*, concluding and releasing the Clinical Standards and Guidelines. In Provinces where the coalition has been intervening, the rate of increase of safe abortions recorded was double that of provinces where they were not.

Continued work with policy makers, health professionals and the media is now critical to supporting an enabling environment for increased provision of safe abortion services and to ensuring high-quality abortion care is accessible nationwide.

Ensuring comprehensive sexuality education in public and private schools in Pakistan

AmplifyChange supports Aahung, Pakistan with a Strengthening grant to promote comprehensive sexuality education in public and private schools. Aahung is leading the movement for including Comprehensive Sexuality Education, termed Life Skills Based Education (LSBE) in schools across Pakistan, by leveraging public opinion around recent child abuse cases. They are advising federal and provincial governments on school curriculum changes and other reforms and coordinating and advising other AmplifyChange grantees.

As a result of their timely interventions, Aahung is ensuring:

- an increase in the number of secondary school teachers trained in Life Skills Based Education across Sindh - 400 master trainers will train 8,000 teachers
- the roll out of chapters on LSBE core themes in 10 schools in Quetta, Balochistan
- increased public awareness through teachers, students and parents and a demand for action from the government
- sustained changes in social norms across the population and an increased acceptability of conversations on hitherto taboo subjects in society through teachers, students and parents

Addressing discriminatory policies – unique funding for LGBTI rights in India

Ensuring implementation of the Supreme Court decision to overturn Section 377

Following their successes in supporting the decriminalising of same sex sexual relationships in India by the Supreme Court in 2018, AmplifyChange grantees are now rolling out community awareness of the changes. This helps spread the word so people



know their rights. This is a clear example of the tangible impact our grantees are having - achieving policy gains and then ensuring practical implementation.

Working to amend the Transgender Persons (Protection of Rights) Bill, 2016

Continuing their focus on addressing discriminatory policies in India, grantees and their networks across India including HIV/AIDS Alliance India, The Humsafar Trust, SAATHI together with the Human Rights Law Network, have turned their attention to the Transgender Persons (Protection of Rights) Bill of 2016.

The Bill was passed into law this year (2019). It is totally unacceptable to the transgender and hijra community. It does not incorporate the specific directions given by the Supreme Court to the Central Government nor the extensive inputs from civil society. Substantial work is now required to make changes to the law.

AmplifyChange is supporting the movement of organisations to bring about appropriate amendments to the law. The group which brings together transgender activists and legal organisations is conducting regional and national consultations on transgender rights to ensure that voices are heard, and the law is amended.

Achieving results for Kenyan Muslim youth

KMYDO developed the Amina Ali project with an AmplifyChange Strengthening grant. This was in response to data (2014 Kenya DHS) which showed that predominantly Muslim counties in Kenya had worse adolescent SRHR indicators than the national average.

A unique project in East Africa working with teachers, imams (male and female), parents and service providers and policy makers, Amina Ali has resulted in comprehensive sexuality education mainstreamed in the curricula of Islamic institutions (*madrassa*) for the first time. Every week, 2-hour sessions are run in the 30 madrassas which have adopted the curriculum, a 50% increase in the number originally envisaged.

In addition, KMYDO's advocacy work with Kilifi county has resulted in funding allocated from local county budgets for adolescent SRHR services as well as uptake of services at health facilities supported by referrals from community outreach. Under their renewal AmplifyChange grant, KMYDO is planning to collect data on service delivery uptake from health facilities.

The Amina Ali project has also provided KMYDO with the opportunity and funding to strengthen the organisation as a whole increasing their capacity as a convener and movement builder.



Annex 3: Preliminary Results Framework

Introduction

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

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

Preliminary Results Framework: AmplifyChange 2020 - 2023

Thematic Programme		Strengthening Southern civil society for Sexual and Reproductive Health and Rights	
Thematic Programme Objective		Stronger and more inclusive civil society able to bring about better laws, policies, social norms and behaviour change, information and services for sexual and reproductive health and rights.	
Impact Indicator		Number of supportive SRHR policies and laws that grantees have contributed to, across countries and regions where grantees work	
Baseline	Year	2020	AmplifyChange grantees have contributed to 34 improved SRHR policies and laws across 24 countries + SADC (Nov 2019)
Target	Year	2023	To be confirmed

Delivery Stream 1:		Grants for civil society	
Outcome		AmplifyChange grants contribute to building stronger and more inclusive SRHR	
Outcome indicator		# of countries where AmplifyChange grants have formed coalitions to strengthen SRHR	
Baseline	Year		31 countries (tbc)



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Target	Year		Tbc
Output	Establish refreshed grant parameters for AmplifyChange grants, taking into account eligibility criteria, lesson learning and grantee requirements especially around Covid-19 mitigation		
Output indicator	Refreshed grant parameters approved by the Board		
Baseline		June 2020	Indicative grant parameters included in the Strategy
Target		Nov 2020	Annual grant parameters approved by the Board
Target		Nov 2021	Grant parameters regularly reviewed and approved by the Board
Output	Grant management plan that details efficient processes for grant cycle management, performance metrics for publication, overall risk portfolio		
Output indicator	Grant management plan approved by the Board		
Baseline		June 2020	Grant management processes available across various documents
Target		Nov 2020	Grant management processes amalgamated and overall plan approved by the Board
Output	Country-specific mapping to identify geographies and themes for added value		
Output indicator	Definition of value-add in up to 10 countries, by SRHR theme, for AmplifyChange		
Baseline		2020	No baseline
Target		2021	SRHR and state of civil society situation available in main countries where AmplifyChange make grants
Delivery Stream 2:	Organisational strengthening of grantees		
Outcome	AmplifyChange grantees have demonstrated their improved capacity to successfully apply for, and manage, a higher level of grant as 'graduator's'		



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Outcome indicator		Percentage of eligible portfolio within eligible rounds who have graduated to a higher grant level	
Baseline	Year	2020	20% of eligible portfolio has graduated to a higher level of grant
Target	Year	2023	25% of eligible portfolio has graduated to a higher level of grant
Output		Organisational strengthening plan that details overall approach, including a more enhanced approach for a selected proportion of grantees	
Output indicator		Organisational strengthening plan developed and approved by the Transitional Board	
Baseline	Year	2020	No organisational strengthening plan
Target	Year	2021	Organisational strengthening plan developed and approved by the Board
Output		Organisational strengthening indicators developed and integrated into grantee and AmplifyChange results framework	
Output indicator		Up to 5 specific organisational strengthening indicators developed and integrated into grantee results frameworks	
Baseline	Year	2020	Currently have a non-standardised indicator for grantees
Target	Year	2021	Develop and implement up to 5 standard appropriate 5 organisational strengthening indicators for all grantees
Delivery Stream 3:		Knowledge for advocacy	
Outcome		Enhanced profile and reputation of Southern-based civil society organisations through sharing their knowledge and expertise to influence the wider government or global SRHR, health and development community	
Outcome indicator		Funds raised by grantees from non-AmplifyChange sources OR: New SRHR evidence generated and/or current evidence synthesised and used for advocacy	
Baseline	Year	2020	TBD
Target	Year	2023	TBD



Output		Grassroots civil society voices shape evidence-base on SRHR in the South	
Output indicator		Viewer figures for AmplifyChange digital learning products	
Baseline	Year	2020	Annual use of AmplifyChange digital learning products
Target	Year	2021	Annual use of AmplifyChange digital learning products
Output		AmplifyChange grantees inform international policy conversations at major SRHR learning events including virtual sharing with adapted Covid-19 learning congregation opportunities	
Output indicator		Presentations/panel discussions at major international scientific and learning events by AmplifyChange grantees	
Baseline	Year	2020	Annual presentations – targets to be defined by the Board annually
Target	Year	2021	Annual presentations – targets to be defined by the Board annually
Delivery Stream 4:		AmplifyChange as the preferred SRHR partner for CSOs and funders	
Outcome		A strong, independent organisation with secure, multiple funding sources providing continuity and predictable support to CSOs in the Global South	
Outcome indicator		Funds raised as per the AmplifyChange budget scenarios	
Baseline	Year	2020	TBD
Target	Year	2023	TBD
Output		Strengthen verification of and reporting on results	
Output indicator		A refreshed Theory of Change and Results Framework presented to the Board	
Baseline	Year	2020	Preliminary Theory of Change and Results Frame approved by the Board



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Target	Year	2021	Board approves Theory of Change and Results Frame for 2021+
Target	Year	2022	Board approves refreshed Theory of Change and Results Frame for 2023+
Output		Structure for dialogue with grantees for enhanced capturing of lessons learned from the field established.	
Output indicator		Grantee Reference Group in place	
Baseline	Year	2020	No reference group or dialogue forum for grantees exists
Target	Year	2020	Terms of Reference for Grantee Reference Group developed and 1 meeting held
Target	Year	2021	2 meetings in Grantees Reference Group held in 2021
Target	Year	2022	2 meetings in Grantees Reference Group held in 2022
Output		Strengthening dialogue with funders	
Output indicator		Donor group for funder dialogue	
Baseline	Year	2020	Independent <u>Advisory</u> Board with donor representation
Target	Year	2020	Terms of Reference for Funders Dialogue Forum developed and approved by Funders
Target	Year	2021	3 quarterly and 1 annual meeting in Funders Dialogue Forum for 2021
Target	Year	2022	3 quarterly and 1 annual meeting in Funders Dialogue Forum for 2022



Annex 4: Budget scenario 2020 – 2023

Notes

1. The below budgets reflect two scenarios for AmplifyChange Ltd:

* The Measured Growth Scenario (effectively representing Scenario 2 per the Strategic Plan - Continuation of Services and Measured Growth - but with an additional year of funding) represents £65m of funding over 4 years.

* The Ambitious Growth Scenario represents Continuation of Services and Ambitious Growth. It is based on the Measured Growth Scenario above, but extrapolated for increased funding of total £90m. It is also indicative and does not currently represent a detailed bottom up budget for this level of funding.

2. The Direct Grant figures below represent grant amounts committed in the budget periods. Actual reported expenditure will likely run past the periods.

3. Exchange rate £ to DKK = 1: 8

Measured Growth Scenario – Continuation of Services and Measured Growth, £65m over 4 yrs 2020 – 2023	Budget (mill)		Danish share
	£	DKK	DKK
Delivery stream 1 : Grants for Civil Society			
Output 1: Direct Grants			
Opportunity grants	4,390,000	35,120,000	21,612,308
Strengthening grants	16,520,000	132,160,000	81,329,231
Network grants	25,590,000	204,720,000	125,981,538
Partnerships	10,410,000	83,280,000	51,249,231
Sub-total Output 1: Direct Grants	56,910,000	455,280,000	280,172,308
Output 2: Grant Management	2,790,000	22,320,000	13,735,385
Output 3: Design of funding parameters	560,000	4,480,000	2,756,923
Sub-total Delivery stream 1	60,260,000	482,080,000	296,664,615
Delivery stream 2 : Organisational Strengthening of Civil Society			
Output 1: Design and Implementation of Organisational Strengthening Plan	430,000	3,440,000	2,116,923
Output 2: Organisational Strengthening Plan – Grantee Activities	70,000	560,000	344,615
Sub-total Delivery stream 2	500,000	4,000,000	2,461,538
Delivery stream 3 : Knowledge for Advocacy			
Output 1: Design and Implementation of Knowledge for Advocacy Plan	240,000	1,920,000	1,181,538
Output 2: Production of Digital Learning Products	430,000	3,440,000	2,116,923
Output 3: Grantee Participation in SRHR Learning Events	90,000	720,000	443,077
Sub-total Delivery stream 3	760,000	6,080,000	3,741,538
Delivery stream 4 : Governance, management, administration			
Output 1: Governance	320,000	2,560,000	1,575,385
Output 2: Fundraising	110,000	880,000	541,538
Output 3: Organisational Administration	3,050,000	24,400,000	15,015,385



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<i>Sub-total Delivery stream 4</i>	<i>3,480,000</i>	<i>27,840,000</i>	<i>17,132,308</i>
<i>Sub-total Delivery stream 1 – 4</i>	<i>65,000,000</i>	<i>520,000,000</i>	<i>320,000,000</i>
Other costs (reviews, TA, communication events, etc.)	0	0	0
Grand total	65,000,000	520,000,000	320,000,000

Ambitious Growth Scenario – Continuation of Services and Ambitious Growth, £90m over 4 yrs 2020 – 2023	Budget (mill)		Danish share
	£	DKK	DKK
Delivery stream 1 : Grants for Civil Society			
Output 1: Direct Grants			
Opportunity grants	6,080,000	48,640,000	21,617,778
Strengthening grants	22,870,000	182,960,000	81,315,556
Network grants	35,430,000	283,440,000	125,973,333
Partnerships	14,415,000	115,320,000	51,253,333
<i>Sub-total Output 1: Direct Grants</i>	<i>78,795,000</i>	<i>630,360,000</i>	<i>280,160,000</i>
Output 2: Grant Management	3,860,000	30,880,000	13,724,444
Output 3: Design of funding parameters	780,000	6,240,000	2,773,333
<i>Sub-total Delivery stream 1</i>	<i>83,435,000</i>	<i>667,480,000</i>	<i>296,657,778</i>
Delivery stream 2 : Organisational Strengthening of Civil Society			
Output 1: Design and Implementation of Organisational Strengthening Plan	600,000	4,800,000	2,133,333
Output 2: Organisational Strengthening Plan – Grantee Activities	100,000	800,000	355,556
<i>Sub-total Delivery stream 2</i>	<i>700,000</i>	<i>5,600,000</i>	<i>2,488,889</i>
Delivery stream 3 : Knowledge for Advocacy			
Output 1: Design and Implementation of Knowledge for Advocacy Plan	330,000	2,640,000	1,173,333
Output 2: Production of Digital Learning Products	600,000	4,800,000	2,133,333
Output 3: Grantee Participation in SRHR Learning Events	120,000	960,000	426,667
<i>Sub-total Delivery stream 3</i>	<i>1,050,000</i>	<i>8,400,000</i>	<i>3,733,333</i>
Delivery stream 4 : Governance, management, administration			
Output 1: Governance	440,000	3,520,000	1,564,444
Output 2: Fundraising	150,000	1,200,000	533,333
Output 3: Organisational Administration	4,225,000	33,800,000	15,022,222
<i>Sub-total Delivery stream 4</i>	<i>4,815,000</i>	<i>38,520,000</i>	<i>17,120,000</i>
<i>Sub-total Delivery stream 1 – 4</i>	<i>90,000,000</i>	<i>720,000,000</i>	<i>320,000,000</i>
Other costs (reviews, TA, communication events, etc.)	0	0	0
Grand total	90,000,000	720,000,000	320,000,000



Annex 5: List of Additional Material

#	Document / Material
1	AmplifyChange Strategy 2020 – 2025
2	Transitional Arrangement
3	AmplifyChange Annual Report 2019
4	Review Aide Memoire, DK, 2019
5	Mid-Term Review, NL, 2018
6	AmplifyChange Certificate of Incorporation
	AmplifyChange Articles of Association
7	AmplifyChange Members Bio
8	AmplifyChange Transitional Board of Directors Bio



Annex 6: Process Action Plan

AmplifyChange Disbursement of Commitment 2019 and New Commitment 2020-2023

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



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14 August – 28 August	Public hearing	Concept Note	ELK
3 September	Programme Committee meeting	Minutes of meeting	GJL/ELK
August - September	Preparation of project document	Programme Document	GJL
Weeks 38, 39, 40	Appraisal	ELK	
17 September	Confirming of meeting date for UPR	N/A	GJL
13 October	Programme Document and Appropriation Cover forwarded to ELK for onwards sharing with UPR	Final Programme Document and Appropriation Cover	GJL
29 October	Council for Development Policy	Minutes of meeting	ELK
November	Presentation of project proposal to the Minister for Development Cooperation	Signature	GJL
Beginning of December 2020	Signing of agreement with AmplifyChange	Legally binding agreement	GJL & AmplifyChange
2021 – June	Inception review with focus on the transition process	Inception report	ELK/GJL
2023 – July/August	Mid-term review with focus on the Strategy and its execution	RAM	ELK/GJL



Annex 7: Risk Management Matrix

The risk management matrix will be further developed and refined, including addressing residual risks, as part of the project preparation

Risk Factor	Category	Likelihood	Impact	Risk Response
<p>1) AmplifyChange grantees work in a context of high controversy in most of the engagement countries and AmplifyChange is often ‘first mover’ in less stable countries. Because addressing sensitive SRHR issues to create change involves public debate and dialogues there is a risk that interventions have unintended and/or negative impact on the SRHR agenda.</p>	Contextual	4	4	<ul style="list-style-type: none"> AmplifyChange management and staff monitor closely high-risk countries. Close contact with grantees to adapt interventions and terminology to the local context.
<p>2) There is a risk that the geo-political and security risks, including global health security, continues being crisis-focused (response and recovery) on COVID-19, causing other donors not to join the fund, leaving AmplifyChange dependent on one or very few donors highly dependent on the large Danish support.</p>	Contextual	4	4	<ul style="list-style-type: none"> AmplifyChange keep closely monitor shifts in the political and health security landscape and related priorities, and Develop a funding strategy aiming at sourcing funds from a variety of sources, including governmental funders, private foundations, and private companies. AmplifyChange to conduct ‘public diplomacy’ advocacy with donors and stakeholders that stresses how diverting resources from SRHR may reverse hard-won gains and eliminate the impact of past investments.



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<p>3) There is a risk that AmplifyChange is not able to reach and support civil society work all the way down to the community level but ends up supporting the ‘usual suspects’ as a result of smaller organisations’ limited awareness of the fund in combination with limited capacity of the smaller organisations to write good applications may cause limited number of good proposals to fund.</p>	<p>Programmatic</p>	<p>2</p>	<p>3</p>	<ul style="list-style-type: none"> • The fund has a strong and well-known brand in the SRHR community of workers. This in combination with announcing web-based calls for proposals through relevant networks, international fora and media will significantly mitigate this. • AmplifyChange will continue using and strengthen its simple but sufficient procedures for grant applications.
<p>4) Due to scarce resource for SRHR activities resulting in a very high level of demand from the grassroots level, a wide geographic and thematic focus, there is a risk that the resources will be spread too thinly to have an impact.</p>	<p>Programmatic</p>	<p>3</p>	<p>3</p>	<ul style="list-style-type: none"> • AmplifyChange will use thematic and regional focused calls for proposals to ensure a balanced portfolio of projects and will have a significant focus on ‘hard-to-fund’ areas (geographical and/or subject).
<p>5) Denmark is furthest in planning and programming of renewal of commitment to the AmplifyChange SRHR advocacy. Donors who have indicated commitment to engage is at various other stages in the process. Hence, there is a risk that other donors do not come on-board and Denmark remains the sole funder.</p>	<p>Institutional</p>	<p>3</p>	<p>3</p>	<ul style="list-style-type: none"> • AmplifyChange has a funding strategy and a goal of broadening its funding base; they are in dialogue with current donors as well as new donors for funding for the Strategy 2020 – 2025. •
<p>5) There is a risk of mismanagement and/or cases of corruption due to organisations receiving grants have insufficient financial management capacity.</p>	<p>Institutional</p>	<p>3</p>	<p>3</p>	<ul style="list-style-type: none"> • AmplifyChange continues having a strong ex-ante due diligence assessment of grantees, combined with capacity development activities, including financial management, to support the small/grassroots organisations.



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6) AmplifyChange will be able to utilise DKK 80 million effectively and efficiently on an annual basis.	Institutional	2	2	<ul style="list-style-type: none">The annual disbursement from Denmark will be released in 2 tranches. In the case of funds build-up, the contribution may be withheld.
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