



# **CHAMPIONING GENDER EQUALITY, SRHR, AND GIRLS AND WOMEN**

Women Deliver Concept Note for 2020-2023

12-08-2020

## **1. THE PROPOSED PROJECT**

This concept note provides the project outline for the 2020-2023 support to the global SRHR advocacy organization Women Deliver. The 2020 financial act allocates DKK 40 million under Denmark's substantial contribution to sexual and reproductive health and rights (SRHR), aimed at strengthening the investments in women and girls' SRHR as a benefit for all. DKK 10 million has been committed in Q2 2020 (belated, due to COVID19) as a bridging grant to allow for an ongoing strategic plan internally in Women Deliver and the conclusion of a Danida review.

The recently concluded Danida review acknowledges the importance of Women Deliver as a leading global advocate for gender equality within the area of SRHR and recognizes Women Deliver as an extraordinary convener. The report concludes that the organization is on a transformational path, with improvements in and greater consistency of core processes, tools, templates, and new ways of working. However, many processes are still at an early stage of change. Building on these conclusions and as a logical continuation of Danish engagement with Women Deliver in the previous programme period from 2014 to 2019, the current programme suggests building primarily on Women Deliver's strong convening power and capacity building for young advocates. Hence, the forthcoming programming phase will center around the identification and selection of activities taking place in developing countries and supporting South-based and marginalized advocates, leading to change in ODA-eligible countries. In line with the review recommendations, the proposal is founded on a strengthened theory of change, a closer dialogue and a scrutinizing monitoring setup.

## **2. DESCRIPTION OF PARTNER**

Women Deliver is an international non-governmental organization (INGO) and a leading global advocate that champions gender equality and the health and rights of girls and women. Anchored in SRHR, Women Deliver advocates for the health and rights of girls and women across every aspect of their lives.

Women Deliver's key work method builds on the notion that changing the global narrative to focus on girls and women as drivers of change for gender equality, depends on harnessing and leveraging data and evidence to drive decision-making; equipping advocates, influencers, and decision-makers with evidence, tools, messages, and resources to affect change. Furthermore, Women Deliver, not least with its signature tri-annual Women Deliver conferences, creates platforms for gender equality and SRHR stakeholders to come together and collaborate to advance shared goals and values. The Women Deliver conferences likewise provide a key political arena for the demonstration of Danish SRHR commitment and leadership.

Women Deliver's new strategic framework for the time period (2021 – 2026) is currently under development (to be concluded September 2020). The Danida review and recent interaction with



the organisation suggests that there are opportunities for a more focused approach to ensure that Women Deliver remains a relevant player within the gender equality and SRHR space, leading to sustainable change in developing countries. The review report furthermore states, that there is an opportunity to incorporate clear and measurable objectives and milestones to track Women Deliver's contribution to change. The forthcoming programming phase presents the first opportunity for such crafting. See *Annex 2* for a more detailed partner description.

### 3. CONTEXT ANALYSIS

Over the past 25 years remarkable progress has been made on the rights of women and girls worldwide. Unfortunately, these advances do not apply to everyone, and COVID-19 has significantly exacerbated pre-existing gender inequalities. Around the world, many women and girls continue to live a life marked by a lack of access to healthcare and education and job opportunities, with the risk of child marriages, early, frequent and unsafe pregnancies, as well as a lack of access to modern contraception, sex education and safe abortion. Millions of girls live with daily fear of sexual and gender-based violence and discrimination as well as harmful practices such as female genital mutilation.

In addition, the world is experiencing increasing opposition to the rights of women and girls in recent years. We see conservative pressure to roll back decades of progress. Women's sexual and reproductive health and rights (SRHR) are particularly under pressure - inside and outside the international negotiation rooms. This has made advocacy and investments for the sexual and reproductive health and rights (SRHR) of girls and women, including safe abortion, increasingly difficult. And it has implications for the living conditions and health of millions of women and girls. Investment in women's and girls' SRHR is crucial in order to give women control, better opportunities for inclusion, and not least to break the population curve that threatens to further aggravate the framework conditions for gender equality.

In this climate, Denmark and other like-minded countries have stepped up efforts to support girls' and women's health and rights in both words and action. The aim is to maintain and improve existing progress, to establish a progressive coalition of like-minded nations, while also supporting frontline organisations that provide and safeguard access to SRHR to women and girls in developing countries. Denmark is a significant political player in the SRHR space, with an ambition to rethink the fight for women's and girls' rights while creating innovative solutions that involve and inspire other countries to do the same. Investing in collaboration, coalition building, and joining progressive voices require skills, funding, solid strategies and strong partnerships

Within this vision Women Deliver serves as a key global advocacy organisation for the rights of women and girls throughout their lifetime, with a point of departure in SRHR. Women Deliver provides and engages in innovative and valuable platforms for policy dialogues (*policy windows*) on and behind the scenes. With the aim to inspire and drive commitment, Women Deliver enhances data-driven arguments for the investment in girls and women's SRHR, while working with policy-makers, politicians and the private sector to ensure that key global and national policies, programmes, practices, and frameworks advance gender equality and SRHR.

With the 25<sup>th</sup> anniversary of the global blueprint for gender equality – the Beijing Declaration and Platform of Action - and with the newly announced Danish leadership of the action coalition on SRHR and Bodily Autonomy, 2021 provides a vast amount of relevant policy platforms for advancing and advocating for SRHR. The aim of the *Generation Equality Forum* is to mobilize a



broad coalition of progressive countries, NGOs and private sector actors around the remaining challenges to secure the SRHR of all girls and women worldwide and to establish groundbreaking commitments within these areas of unfinished business. For this purpose Women Deliver's data-driven advocacy will serve as a lever to compel government and private sector buy-in and commitments to gender equality, e.g. on the investment case for girls' education, access to contraceptives, sexuality education and abortion.

## **4. LESSONS LEARNED**

### **4.1. Danish engagement with Women Deliver**

Denmark has supported Women Deliver since 2007 with DKK 67.2 Million. During this period, Women Deliver has evolved to be a global advocate and champion for gender equality and the health and rights of girls and women. Anchored in SRHR, Women Deliver advocates with data-driven arguments that aim to inspire, lead and pressure world leaders and heads of UN agencies to act. The global policy goals behind Women Deliver's advocacy work is to contribute to all indicators of SDG3 and SDG5 on gender equality and women's and girls' health and rights, as well as SDG10 on reducing inequalities by adopting policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.

With the 2020 bridging grant, Women Deliver continues its advocacy efforts, not least in the context of COVID-19, focusing on maintaining momentum and commitment to gender equality and SRHR in Universal Health Coverage (UHC); influencing the development and trajectory of the World Health Organization's (WHO) Gender Mainstreaming Strategy, and driving high-level commitments to gender equality related to the 25th Anniversary of the Beijing Declaration and Platform of Action. Furthermore, the grant supports the Deliver for Good campaign globally and in Kenya, around the mobilization of cross-sector, cross-issue, and cross-generational stakeholders for gender equality. The global campaign provides country advocates with a broad platform to strategize, share lessons, and advocate directly with global leaders, including multilateral decision-makers and key donors.

A tri-annual conference – Women Deliver Conference - has proven the organisations' signature event, drawing in thousands of participants (8500 in 2019 in Vancouver, 6000 in Copenhagen in 2016) including heads of state and local activists alike. Beyond the global Conferences key results include heavy involvement in the development of gender equality indicators for and implementation of the SDGs, securing ambitious actions and commitments for SRHR under ICPD+25, reviewing the World Bank Gender Strategy and advocating for an ambitious political declaration on Universal Health Coverage. See Annex 8.4 for a detailed list of key results in the period from 2014 to 2020.

### **4.2. Review – June 2020**

A recently concluded Danida Review (2020) emphasises that Women Deliver is relevant in the global SRHR space and acknowledges the importance of Women Deliver as a leading global advocate for gender equality predominantly within the area of SRHR. The review stresses in particular that Women Deliver has proven an extraordinary convener and that with the global Women Deliver Conferences, the organisation has created a powerful platform for advocacy for SRHR.

A number of highly critical issues were raised around the organisation's governance structures, administration and learning capacity. Furthermore, Women Deliver's ability to follow results and



demonstrate a sturdy theory of change was considered an area of particular attention when moving into new programme support.

The critical review also points to the main challenges ahead for Women Deliver, if the organisation aspires to remain relevant and improve as a professional global player. One major challenge is reporting and learning, and the review identifies an urgent need for Women Deliver to improve accountability and transparency of their operations towards a donor like Denmark. Women Deliver's mandate and strategic framework are considered too broad to command Danish core funding, which is why the current programme proposal is earmarked to Women Deliver's activities directly related to change taking place in ODA-eligible countries. Other identified challenges are; the risk of spreading efforts thematically too thin; improving the main theory of change and results frameworks around global advocacy; refining safeguarding and anti-corruption policies; developing a strategic partnership approach; and further professionalisation of board operations and organizational governance.

### **4.3. Organizational changes 2020**

A number of organizational transformations have taken place in Women Deliver over the past two years. The organization points to the strengthening of its internal systems, including: infrastructure; strategic planning; policy enhancements; monitoring, evaluation, and learning; and, professional development; as well as the strategic scale-up of activities, with the goal of creating sustained results and developing the ability to measure and learn from these results while remaining agile to seize key opportunities.

As concluded in the review report, it is still too early to see the fruit of these organisational and operational changes. Many are still in an early stage of change, and it remains to be monitored under the current support how these changes will be implemented and impact positively on Women Deliver's work and results within the areas of gender equality and SRHR.

In the review process, Women Deliver has expressed preparedness to revisit and enhance the policies and systems which have been developed over the past two years as it operationalises a new strategy plan from 2021 and onwards. This includes efforts to improve transparency and governance. Priority is placed on the development of a partnership matrix and its monitoring systems under the theory of change and results-based framework of its new five-year strategy. Furthermore, Women Deliver is committed to strengthening results monitoring and learning in order to demonstrate how advocacy strategies ensuring stronger policy influencing and directly impact girls' and women's lives in developing countries.

Due to a recent social media campaign accusing Women Deliver of racist power dynamics and a toxic work environment, Women Deliver CEO Katja Iversen has taken a temporary leave of absence, awaiting the result of the independent inquiry to be concluded late August 2020. As Women Deliver is an advocacy organization, relying on strong and trustful networks and relations, the campaign and the ongoing investigation may have severe reputational and financial consequences. Denmark puts great emphasis on the need for all development partners to promote a healthy and inclusive work environment, and to systematically manage cases of abuse of power and harassment. Hence, it is positive to see that the organization takes such accusations seriously and aims to assess the scale of such problems and address the issues head on. Together with a number of other donors, Denmark will follow the process closely, and monitor the leadership and staffing as well as potential funding consequences that may arise from the investigation.



## **5. PROGRAMME OBJECTIVES**

### **5.1. Focus of Danish funds 2020-2023**

In line with review findings, Danish support to Women Deliver in the period of 2020-2023 will focus on the meaningful participation, engagement and capacity building of voices from developing countries leading up to and in connection with the Women Deliver Conference 2022, with the objective of securing sustainable policy change. With the continued support to Women Deliver, Denmark aims to enhance the data-driven evidence in the global SRHR policy dialogue and to ensure that the policy push is based on the challenges experienced and visions established by advocates in developing countries.

### **5.2. Strategic objectives**

Within Women Deliver's overall programme for advocacy Denmark aims to *create and empower young advocates from developing countries and to ensure that these actors have the skills, knowledge and access to advocate for change for women and girl in their local environment*, while at the same time *creating high-level political policy windows that bring investments in SRHR and gender equality to the forefront of the global political arena*.

Through the support of targeted intervention for securing change in ODA-eligible countries, Denmark contributes to the ultimate strategic objective of Women Deliver's overall programme; *ensuring key global and national policies, programmes, practices, and frameworks, including the Sustainable Development Goals (SDGs), advance gender equality and SRHR*.

Women Deliver's efforts to strengthen the capacity of advocates from developing countries and to provide them with platforms for accessing and influencing decision-makers will help to ensure that these policies, programmes, practices, and frameworks create a context in which girls and women everywhere fully enjoy gender equality, including SRHR.

## **6. THEORY OF CHANGE AND KEY ASSUMPTIONS**

### **6.1. Theory of change**

The primary intention with advocacy work, as it is conducted by Women Deliver, is to strengthen the quality and reach of advocacy efforts and impact and to ensure a solid evidence base for the investment in women's and girls' SRHR.

Denmark believes that *if we engage actively in global advocacy for women and girls' rights, then we will push policy-makers, politicians and multilateral organisations to continue and to increase the investment in women's and girls' SRHR, ultimately creating sustainable change for women and girls in developing countries, where challenges remain steep*.

Women Deliver's primary approach to impactful advocacy is to identify and leverage policy opportunities, or "policy windows". A policy window's theory of change suggests that policy can be changed during a window of opportunity when advocates can successfully connect two or more components of the policy process. Women Deliver works under the principle that policy windows can most effectively be used to advance gender equality and rights through coordinated



activity among individuals in developing countries and North with the same core policy beliefs, and by working directly with those with power to make decisions or influence decision-making.

## 6.2. Critical assumptions

Assumptions at the goal level are that policies, programmes frameworks need to both benefit all girls and women, including the most marginalized, disadvantaged, and those in developing countries and be fully resourced for implementation at scale.

WD's Theory of Change (see annex 8.2) posits that there are **five intermediate outcomes** that are necessary in order for Women Deliver to make a clear and significant contribution to the achievement of the ultimate outcome. These are:

1. Broader, more coordinated, and coherent base of allies for gender equality and SRHR at the national and global levels;
2. More inclusive action to advance gender equality and SRHR at the national and global levels;
3. More effective advocacy for gender equality and SRHR at the national and global levels;
4. Improved policies and programmes for gender equality and SRHR at the national and global levels; and,
5. Increased financial and political commitments for advancing gender equality and SRHR at the national and global levels.

In order to achieve the intermediate outcomes described above, Women Deliver will use **four key levers**) at the immediate outcome level to:

1. Lever 1: Deepen and expand partnerships and alliances for collective action on gender equality and SRHR in developing countries;
2. Lever 2: Increase the access of individuals and organizations from developing countries to platforms where they can exercise influence;
3. Lever 3: Strengthen the ability of individual advocates, grassroots organisations, and media in developing countries to advance gender equality and SRHR; and,
4. Lever 4: Deepen and expand relationships with key decision-makers and influencers in developing countries.

The **key assumptions** behind Women Deliver's Theory of Change include:

1. The way a problem is defined (and if coupled with a solution) makes a difference as to whether or where the problem is placed on the agenda (issue salience). Problem definition also has an emotional component; values and beliefs guide decisions about which conditions are perceived as problems;
2. Alliances are more effective than individual (organisational) efforts that are siloed/fractured;
3. A broader and more diverse base, including voices from developing countries, calling for gender equality will make it difficult to ignore;
4. Decision-makers are more likely to commit to advancing gender equality when they hear the views of those who have a direct stake in solving problems and benefitting from solutions;



5. Partnerships and alliances that create and champion solutions are more effective when they include those who are directly affected by the problems and benefit more directly from solutions; and,
6. When those directly affected by the problems work in alliance with others working to advance gender equality, they are more effective.

## **7. SUMMARY OF ACTIVITIES AND RESULTS**

A number of strategic outcomes, outputs and indicators will be selected from Women Deliver's overall monitoring framework to document progress linked to the Danish funding, with particular emphasis on country level impact of Women Delivers advocacy and convening efforts. See *Annex 3* for a preliminary results framework supporting the strategic objectives described above. Better demonstration of results of advocacy efforts in developing countries is a key recommendation from the Danida review, and will be subject to close securitisation in programme formulation.

Results will be achieved through targeted interventions under each of the four levers described below.

### **Lever 1: Women Deliver 2022 Conference (WD2022) and other Convenings**

Women Deliver will continue to host and facilitate national and regional convenings, including its signature convening the tri-annual conference and convenings on the sidelines of key policy moments such as UNGA, CSW, WEF, and the WHA, creating space for meaningful participation and dialogue by advocates from developing countries that will drive impact and concrete action at the country and community level. WD2022 is expected to be hosted in a developing country (city TBD).

The conferences mobilise local advocates in the country where the conference is held, in addition to the practitioners, decision-makers, advocates, and more who attend from all over the world. The conferences spur commitments in the host country and in participants' own communities and countries, especially those in developing countries.

Actions/interventions include:

- Supporting civil society organizations (CSOs), advocates, and youth from developing countries in co-creating WD2022;
- Facilitating access to WD2022 for advocates from developing countries through the provision of financial and technical assistance;
- Supporting Satellite Events in developing countries in connection with WD2022;
- Outreach to policy-makers in the conference country and other developing countries to facilitate financial and political commitments;
- Hosting and co-hosting convenings in the conference country to facilitate local advocacy and policy change;
- Developing systems and processes for tracking follow-through on conference commitments and policies of direct relevance to developing countries;
- Hosting and co-hosting convenings around major policy windows for advocates from developing countries and facilitate access to these convenings through the provision of financial and technical assistance; and,

### **Lever 2: Meaningful Participation**

Women Deliver recognizes that girls and women, particularly those from developing countries, often lack access to platforms where they can exercise influence. This lack of access stems



from a lack of opportunities, and a lack of existing platforms and fora that are inclusive of diverse stakeholder voices. The meaningful participation of girls and women on these platforms is critical to the development of policies and programmes that reflect the needs and priorities of those directly affected.

Actions/interventions include:

- Creating and facilitating platforms where young advocates from developing countries can exercise influence through WD2022 and other Women Deliver convenings, incl. those affected by humanitarian crises.
- Providing small grants and scholarships; targeted technical assistance to build skills and confidence; and by amplifying the voices and messages of these advocates.
- Supporting advocates through meaningful participation e.g. speaking opportunities, panel seats, and committees to co-create the in-person and digital convenings;
- Using digital technology, including increased accessibility and translation
- Using access as an influential voice in the room when donors are setting investment priorities and bring advocates from developing in to those rooms;
- Building partnerships in developing countries to support bilateral advocacy activities;
- Presenting solutions using context and language that is meaningful to target decision-makers through partnership with advocates and CSOs in developing countries; and,
- Amplifying the messages of marginalized groups from developing countries via targeted communication.

### Lever 3: **Capacity Strengthening and Knowledge Sharing**

Key to meaningful participation is the ability of girls and women to use platforms, tools, knowledge, and the power of their unique lived experiences to make their case to policymakers, decision-makers and funders to advance gender equality and SRHR. A growing number of advocates from developing countries are working at the local and global level to further the cause of SRHR and gender equality. However, many advocates are excluded from systems of power and do not have access or support to meaningfully engage in the development and implementation of policies and programmes that impact their lives and their communities.

Those advocates who are closest to the lived realities of girls and women in low- and middle-income countries (LMICs) are systemically excluded or not empowered to create effective campaigns or bring their much-needed experience and voice to global dialogues, such as WD2022. Furthermore, global policy-makers often do not incorporate inputs from smaller, local organizations in the design and implementation of policy solutions despite their stated intent to do so.

Activities/interventions include:

- Technical and financial assistance, including technical assistance on effective communications;
- Small grants to advocates from developing countries to conduct research in their own communities that will advance their advocacy objectives related to gender equality and SRHR;
- Strengthening capacity of advocates from developing countries to identify and act on gender equality and SRHR policy windows through technical and financial assistance;
- Provision of advocacy tools and other resources;
- Creating user-friendly products on the investment case for gender equality and SRHR that advocates and CSOs from developing countries can share with decision-makers to advocate for change in their communities;
- Develop systems and processes for tracking impact of capacity building activities on policies and programmes in developing countries;





- Strategic and technical support to diverse alliances and coalitions driven by CSOs from developing countries.

#### Lever 4: **Meaningful Engagement**

Although the participation and capacity building of advocates is critical to the success of WD2022, the conference and other key policy windows will only advance gender equality if advocates are meaningfully engaged. Women Deliver will ensure the meaningful engagement of advocates by sharing its access and influence and by advocating for inclusive decision-making.

Women Deliver will also use the platform of WD2022 and its broader reach to promote inclusive decision-making so that advocates can be meaningfully engaged in policy windows such as the conference. This will include advocating and providing thought leadership on the benefits of inclusive decision-making, which encompasses groups closest to and most affected by policies and investment decisions.

Activities/interventions include:

- Creating platforms to link advocates in developing countries to their decision-makers.
- Advocating for inclusive decision-making (specifically advocates from developing countries); and,
- Ensuring decision-making spaces provide opportunities for diverse voices to be heard from developing countries.

## 8. INSTITUTIONAL AND MANAGEMENT ARRANGEMENTS

The MFA proposes the following management arrangement with the aim to ensure adequate dialogue and timely decisions about the programme, not least in view of the review recommendations.

- **Updated work plans** for the Danish support to be shared with representatives of the Danish MFA on a yearly basis
- **Programme dialogue meetings** held every three months during the course of the programme period 2020 – 2023. The meetings will cover governance and operational changes; anti-corruption, safeguarding and diversity policy adjustments; monitoring, evaluation and learning etc.
- Establishment, by Women Deliver, of a **donor working group** of the largest donors and partners, e.g. Global Affairs Canada, Norway, Switzerland, Bill and Melinda Gates Foundation etc.
- Closer sharing and use of **Women Deliver communication tools** for Danish political advocacy and communication purposes
- **Yearly narrative reports** in line with Danida Management Guidelines and focusing on the progress towards policy outcomes, measured against programme outputs.



## **9. FINANCIAL MANAGEMENT, PLANNING AND REPORTING**

The Review report observes that Women Deliver's management and priority setting should be strengthened by a closer link between budget items and the associated planned results for better monitoring of the cost of achieving the results in developing countries. The budget will be output-based. Linking each budget item directly to the desired result will enhance Women Deliver's ability to prioritize between different actions and results and ultimately to deprioritize any results that are not worth the cost. Furthermore, the report suggests that Women Deliver simplifies and consolidates financial information to provide a better financial overview for donors.

Danida will continue to monitor Women Deliver's ability to conduct management accounting, providing for a better ground for efficiency and effectiveness reviews and allow for results based financial decision-making, in line with Review recommendations.

## **10. PRELIMINARY PROPOSED BUDGET**

The proposal for a Danish contribution to Women Deliver is DKK 30 million, adding to the DKK 10 million bridging grant committed in June 2020, making a total of 40 DKK million over the period of 2020-2023. The support will be disbursed annually in 2021, 2022, and 2023 subject to approved annual work plans and budgets. See *Annex 4* for further details on the preliminary budget.



**UDENRIGSMINISTERIET**

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## **ANNEX 1: CONTEXT ANALYSIS**

### **Global pushback – and the role of behind-the-scene advocacy**

During the past five years, conservative pressures globally have made advocacy and investments for the sexual and reproductive health and rights (SRHR) of girls and women, including safe abortion, increasingly difficult.

In this climate, Denmark and other likeminded countries have stepped up efforts to support girls' and women's health and rights in both words and action. The aim is to establish a progressive coalition of like-minded nations, while also supporting frontline organizations that provide and safeguard access to SRHR to women and girls in developing countries.

Denmark is a significant political player in the SRHR space and investing in collaboration, coalition building, and joining progressive voices requires skills, funding, and solid strategies. Within this vision Women Deliver provide valuable platforms for policy dialogues (policy windows), enhance data-driven arguments for the investment in girls and women's SRHR, while working with policy-makers, politicians and the private sector to ensure that key global and national policies, programs, practices, and frameworks, advance gender equality and SRHR.

### **The shadow crises of COVID-19**

The COVID-19 consequences for women and girls have shown to be as a severe side effect of the escalating health crisis – a “shadow crisis” in the words of the UNSG.

Women make out 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. Women and girls with disabilities face even greater risks.

The crisis has also led to an increase in sexual and gender-based violence and domestic violence/intimate partner violence and added pressure to already stretched health systems has led to reduced access to vital sexual and reproductive health services.

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. And the risk of many girls never coming back to school when they reopen is high.

### **The momentum of Beijing+25**

2020 marks the 25<sup>th</sup> anniversary of the Beijing Declaration and Platform of Action (Beijing+25), the most progressive blueprint for advancing women's rights around the world. To leverage this anniversary to drive progress for gender equality, UN Women and the governments of France and Mexico are spearheading the Generation Equality Forums. While originally scheduled for May and July 2020, the Generation Equality Forums have been postponed in response to the global COVID-19 pandemic until the first half of 2021. Despite this adjustment to the forums' timeline, this moment remains critical to progress on gender equality. For the forums and anniversary to be most impactful, advocates for gender equality must work together to galvanize investments in girls and women, and to call for action and accountability so that the gender equality agenda can be fully realized. The Beijing+25 Generation Equality Forums present a new marquee moment, and the related Action Coalitions present a new and unique modality to compel action and investment—bringing together governments, civil society, and the private sector to commit to and drive forward



unified and concrete efforts to advance gender equality in a five-year timeline. In collaboration with several funding partners, Women Deliver will leverage the Generation Equality Forum and Action Coalitions to drive forward data-driven advocacy that leverages momentum to compel government and private sector buy-in and commitments to gender equality.

**Convening Women Deliver conference in 2022**

While COVID-19 is impacting the ways the world connects, mobilizes, advocates, and supports one another, Women Deliver is still committed to gathering in multiple formats in 2022 to drive progress on gender equality, including considerations of combined in-person and virtual convening, satellite events, and other regional events. While still holding the in-person conference, Women Deliver will expand on the success it had in 2019 supporting over 200 satellite events in over 64 countries that occurred in connection with the conference. Further, Women Deliver's tri-annual conference in 2022 and associated events are one component of a broader program that focuses on convenings in conference years, but also facilitates convenings outside of conference years. These convenings bring grassroots advocates and organizations together to engage in collective action around a policy window, such as UNGA or Beijing+25. Women Deliver's broader convening power beyond the conference is particularly relevant considering the potential for COVID-19 to cancel or alter future events. The risk to Women Deliver's convenings will be diluted across multiple convenings across several years and not solely rely on convening the in-person conference in 2022.



## ANNEX 2: DESCRIPTION OF PARTNER

Women Deliver is an international non-governmental organization (INGO) and a leading global advocate that champions gender equality and the health and rights of girls and women. Anchored in sexual and reproductive health and rights (SRHR), Women Deliver advocates for the health and rights of girls and women across every aspect of their lives. Throughout all areas of its work, Women Deliver is grounded in evidence supporting the fact that driving political and financial investment in girls and women's health and wellbeing—and changing the global narrative to focus on girls and women as drivers of change for gender equality—depends on harnessing and leveraging data and evidence to drive decision-making; equipping advocates, influencers, and decision-makers with evidence, tools, messages, and resources to affect change; and providing platforms for gender equality and SRHR stakeholders to come together and collaborate to advance shared goals and values.

A recently concluded **Danida Review (2020)** was critical on a number of administrative that the organisation is relevant in the SRHR space and it acknowledges the importance of Women Deliver a leading global advocate for gender equality within the area of SRHR. The reviews emphasizes that Women Deliver has proven an extraordinary convener and that with the global Women Deliver Conferences, they have created a powerful platform for advocacy.

Denmark has supported Women Deliver since 2007. During this period, Women Deliver has evolved to be a global advocate and champion for gender equality and the health and rights of girls and women. With the overall aim of improvement of women and girls' SRHR, Women Deliver advocates with data-driven driven arguments that have proven effective in inspiring, leading and pressuring world leaders and heads of UN agencies to act. Results of Women Deliver's work is not least showcased in the global visibility for SRHR created around the Women Deliver conference (8500 participants in 2019) as well as the high-level influence and advocacy for change in developing countries conducted in connection with major international events (UNGA, WHA, CPD, CSW, WEF etc.). Since 2010, Women Deliver has welcomed five classes of Young Leaders, working with 1,000 young advocates from over 95 countries through their award-winning program, to strengthen their knowledge, skills, network, and resources to advocate for gender equality and SRHR. In 2016, Women Deliver launched the Deliver for Good program, supported with Danish funds, to unite parties across the development space to advocate for gender equality across the SDGs, expanding into country coalitions in Kenya and Senegal in 2018. More recently, the Humanitarian Advocates Program was established to connect with women in crisis settings, working to support women-focused CSOs in Lebanon. The pilot phase of this program is now complete and it is ready to increase in scale.

As Women Deliver has over the past 13 years sought to adapt to the challenges ahead and the evolution within the gender equality and SRHR space, detailed above in the context analysis, building on a foundation of access to SRHR. This focus will remain central to Women Delivers work within the upcoming strategic plan 2021-2026, but will be further focused through the mutually reinforcing pillars of humanitarian and climate action; health and SRHR; and women's economic justice. These areas of greater focus for Women Deliver demonstrate the understanding that achieving SRHR is difficult without strong health systems, and when climate, health, or humanitarian crises are at play. Women Deliver also recognizes that economic justice is critical to achieving SRHR. As gender equality in terms of scope can and should include every sector and issue, Women Deliver will concentrate its efforts on these three substantive pillars, signifying clearer focus, with SRHR serving as the entry point and connection for demonstrating impact.



These three substantive pillars align with the thinking behind the action coalitions for the Generation Equality Forum. Women Deliver will play a key role as behind and on the scene advocate for ambitious SRHR commitments in the celebration of Beijing +25 (postponed to 2021), where Denmark has recently been granted the co-leadership of the Action Coalition on Sexual & Reproductive Health and Rights and Bodily Autonomy.

### **Funding overview**

As a nonprofit dependent on the support of a diverse range of funding partners, Women Deliver has aimed to build an integrated and graduated fundraising approach. A strong and diversified funding base is not only important for sustainability but it also strengthens the voice of an advocacy organization.

In 2020, Women Deliver's budget is projected at US \$11,500,000 of which \$1,512,000 (or 13%) is projected to be sourced from Danida. This is a reduction from 2015 when Danida funding constituted 47% of the Women Deliver budget (\$1.5m of a \$3.2m budget). The reduction was gradual as the funding grew and diversified. In 2017 the Danida proportion was 30% (\$1.4m of a \$4.6m budget) and in 2018 it was 17% of the budget (\$1.5m of an \$8.7m budget). Other current and ongoing funders to Women Deliver include the Government of Canada, the Government of Switzerland, The Bill and Melinda Gates Foundation, an anonymous donor, Fondation Botnar, Oak Foundation, Novo Foundation, New Venture Fund and most recently, the Children's Investment Fund Foundation. This funding is complemented in by \$214,965 from the private sector in support of ongoing programming.

Conference grants in 2019 included funding from the same as those listed as well as the Governments of Australia, the UK, Sweden, Norway, Finland and France; foundations including MasterCard Foundation, Packard Foundation, Hewlett Foundation among others, in addition to several more private sector sponsors.

With a new strategy in the final stages of development for 2021-26, Women Deliver aims to expand current levels of funding by securing new grants from at least seven new government or foundation partners and will launch efforts to develop individual giving as a complementary funding stream. It is anticipated that the five-year strategy and program of work will be fully funded.



**ANNEX 3: PRELIMINARY RESULTS FRAMEWORK**

The following key outcomes and output have been selected from Women Deliver’s overall results framework and will be central to measuring and monitoring progress on Danish Funding throughout the project period.

Programme		Support to Women Deliver 2020-2023	
Programme Objective		<i>To create and empower young advocates from developing countries and to ensure that these actors have the skills, knowledge and access to advocate for change for women and girl in their local environment, while at the same time creating high-level political policy windows that bring investments in SRSR and gender equality to the forefront of the global political arena</i>	
Impact Indicator <sup>1</sup>		Key global and national policies, programs, practices, and frameworks, including the SDGs, advance gender equality and SRHR	
Baseline	Year	N/A <sup>2</sup>	2020
Target	Year		[Intended situation by the end of engagement (phase)]
Engagement Title		Lever 1: WD2022 and Other Convenings	
Outcome 1.1		Deepened and expanded partnerships and alliances for collective action on gender	
Outcome indicator		# and description of new partnerships and/or alliances formed from Women Deliver convenings	
Baseline	Year	N/A	2020
Target	Year		
Output 1.1.1		Diverse public and private sector actors convened around key policy windows (e.g. WEF)	
Output indicator		# and description of convenings around key policy windows with targeted potential champions	
Baseline	Year	N/A	2020
Target	Year		
Output 1.1.2		Strategies and a suite of products for alliance or coalition members to leverage policy windows and drive collective action co-created	
Output indicator		# and description of alliance and/or coalition members (f/m/GNC/age) contributing to the creation of strategies and products to leverage policy windows	
Baseline	Year	N/A	2020
Target	Year		
Output 1.1.3		Diverse alliances and coalitions driven by local CSOs supported	
Output indicator		# and description of instances of financial support for alliances and coalitions provided	
Baseline	Year	1	2019-2020
Target	Year		

<sup>1</sup> NOTE: Because the Thematic Programme Objective is not in Women Deliver’s *direct sphere of control*, Women Deliver would be contributing to this ultimate outcome and not claiming attribution. Therefore, to report on this indicator, Women Deliver would use SDG monitoring data collected by countries in which we or our advocates work and would not be collecting this data directly.

<sup>2</sup> N/A indicates that this is a new indicator and therefore Women Deliver does not have baseline data to report.





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Engagement Title		Lever 2: Meaningful Participation	
Outcome 2.1		Increased access of individuals and organizations from developing countries to platforms where they can exercise influence	
Outcome indicator		# of cases where a Women Deliver advocate is invited to participate on a board, as a speaker, or on another gender equality or SRHR platform	
Baseline	Year	21	2019-2020
Target	Year		
Output 2.1.1		Linkages between private sector, grassroots CSOs, individual advocates, and media are strengthened	
Output indicator		# and description of private sector actors engaging grassroots CSOs, individual advocates, or media through the support of Women Deliver	
Baseline	Year	N/A	2020
Target	Year 1		
Output 2.1.2		Linkages between funders and grassroots organizations are strengthened, including through funding	
Output indicator		# of grassroots organizations supported to connect with funders	
Baseline	Year	N/A	2020
Target	Year		
Output 2.1.3		Linkages between multilaterals, governments, and grassroots organizations are strengthened	
Output indicator		# of grassroots organizations supported in their engagement with multilaterals or governments	
Baseline	Year	N/A	2020
Target	Year		
Output 2.1.4		Suite of tools created on meaningful engagement of grassroots advocates and their organizations including infographics	
Output indicator		# of tools on meaningful engagement created	
Baseline	Year	17	2019-2020
Target	Year		
Output 2.1.5		Advocates from diverse identity groups included in the co-creation of Women Deliver programming	
Output indicator		% and description of Women Deliver products that are co-created (*Products can be beyond comms products and can include digital training platform, conference, etc.)	
Baseline	Year	N/A	2020
Target	Year		
Engagement Title		Lever 3: Capacity Strengthening and Knowledge Sharing	
Outcome 3.1		Strengthened ability of individual advocates, grassroots organizations, and media to advance gender equality and SRHR in developing countries	
Outcome indicator		% of participants (f/m/GNC/age/type of advocate) in Women Deliver capacity development programs with a change in level of knowledge or skills to advance gender equality and SRHR	
Baseline	Year	93%	2019-2020
Target	Year		
Output 3.1.1		Renewed and unified digital training and resource platform for advocates, grassroots organizations, and media launched	
Output indicator		# of participants utilizing new digital training and resource platform	
Baseline	Year	N/A	2020
Target	Year		



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Output 3.1.2		Targeted and customized trainings, technical assistance, and financial support to use advocacy resources delivered	
Output indicator		# and description of instances of technical assistance and trainings provided on use of advocacy resources to advocates	
Baseline	Year	119	2019-2020
Target	Year		
Output 3.1.3		Agendas and approaches for different policy windows with individual advocates co-created	
Output indicator		% of identified policy windows and description of cases where process for defining policy solution engages Women Deliver advocates	
Baseline	Year	N/A	2020
Target	Year		
Output 3.1.4		User friendly products that present the investment case for advocates and public and private sector decision-makers developed	
Output Indicator		# of products developed (by type)	
Target	Year 1	N/A	2020
Target	Year		
Engagement Title		Lever 4: Meaningful Engagement	
Outcome 4.1		Deepened and expanded relationships with key decision-makers and influencers in developing countries	
Outcome indicator		% of participants (f/m/GNC/age/type of advocate) in Women Deliver capacity development programs reporting a change (direction to be captured) in their access to decision-makers and influencers	
Baseline	Year	N/A	2020
Target	Year		
Output 4.1.1		Advice and recommendations for private sector and donor governments/multilaterals provided including governments of developing countries.	
Output indicator		# and description of cases of technical and strategic direction provided to decision-makers	
Baseline	Year	9	2019-2020
Target	Year		
Output 4.1.2		Achievements, progress, and commitments amplified	
Output indicator		# of achievements, progress, or commitments for gender equality and SRHR made that are amplified on Women Deliver platforms	
Baseline	Year	N/A	2020
Target	Year		



**ANNEX 4: PRELIMINARY BUDGET 2020 – 2023**

	Budget in DKK million
<b>Lever 1: Immediate Outcome 1.1 Deepened and expanded partnerships and alliances for collective action on gender equality and SRHR</b>	
Output 1.1.1 Diverse public and private sector actors convened around key policy windows (e.g. WEF)	12,126,900
Output 1.1.2 Strategies and a suite of products for alliance or coalition members to leverage policy windows and drive collective action co-created	1,321,200
Output 1.1.3 Diverse alliances and coalitions driven by local CSOs supported	3,583,500
Contingencies (normally not exceeding 5 % of the above)	0
<b>Sub-total Lever 1: Immediate Outcome 1.1</b>	<b>17,031,600</b>
<b>Lever 2: Immediate Outcome 2.1 Increased access of individuals and organizations to platforms where they can exercise influence</b>	
Output 2.1.1 Linkages between private sector, grassroots CSOs, individual advocates, and media are strengthened	1,249,800
Output 2.1.2 Linkages between funders and grassroots organizations are strengthened, including through funding	1,049,100
Output 2.1.3 Linkages between multilaterals, governments, and grassroots organizations are strengthened	1,399,200
Output 2.1.4 Suite of tools created on meaningful engagement of grassroots advocates and their organizations including Infographics (e.g. checklist, guidance, criteria, case studies)	1,345,200
Output 2.1.5 Advocates from diverse identity groups included in the co-creation of Women Deliver programming	976,800
Contingencies (normally not exceeding 5 % of the above)	0
<b>Sub-total Lever 2: Immediate Outcome 2.1</b>	<b>6,020,100</b>



<b>Lever 3: Immediate Outcome 3.1 Strengthened ability of individual advocates, grassroots organizations, and media to advance gender equality and SRHR</b>	
Output 3.1.1 Renewed and unified digital training and resource platform for advocates, grassroots organizations, and media launched	494,400
Output 3.1.2 Targeted and customized trainings, TA, and financial support to use advocacy resources delivered	669,600
Output 3.1.3 Agendas and approaches for different policy windows with individual advocates co-created	1,043,100
Output 3.1.4 User-friendly products that present the investment case for advocates and public and private decision-makers developed	2,514,300
Contingencies (normally not exceeding 5 % of the above)	0
<b>Sub-total Lever 3: Immediate Outcome 3.1</b>	<b>4,721,400</b>
<b>Lever 4: Immediate Outcome 4.1 Deepened and expanded relationships with key decision-makers and influencers</b>	
Output 4.1.1 Advice and recommendations for private sector and donor governments/multilaterals provided (Includes Governments and influencers in developing countries.)	1,118,700
Output 4.1.2 Achievements, progress, and commitments amplified	1,108,200
Contingencies (normally not exceeding 5 % of the above)	0
<b>Sub-total Lever 4: Immediate Outcome 4.1</b>	<b>2,226,900</b>
<b>Sub-total Thematic Programme</b>	<b>30,000,000</b>
Unallocated funds (Maximum 10 % of total, limit is set for each programme by the Programme Committee. Unallocated funds should to the degree possible be earmarked to thematic programmes and budgeted accordingly)	0
Other costs (reviews, etc.)	0
<b>Grand total</b>	<b>30,000,000</b>



**Funding by Outcome/Calendar Year**

	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
<b>Lever 1: Immediate Outcome 1.1</b>				
- Denmark	5,677,200	5,677,200	5,677,200	17,031,600
- Partners	43,098,200	98,130,800	33,978,800	175,207,800
<b>Lever 2: Immediate Outcome 2.1</b>				
- Denmark	2,006,700	2,006,700	2,006,700	6,020,100
- Partners	10,564,200	10,564,200	10,564,200	31,692,600
<b>Lever 3: Immediate Outcome 3.1</b>				
- Denmark	1,573,800	1,573,800	1,573,800	4,721,400
- Partners	22,514,900	22,514,900	22,514,900	67,544,700
<b>Lever 4: Immediate Outcome 4.1</b>				
- Denmark	742,300	742,300	742,300	2,226,900
- Partners	3,226,600	3,226,600	3,226,600	9,769,800
<b>Grand total</b>				
- Denmark	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>30,000,000</b>
- Partners	<b>79,403,900</b>	<b>134,436,500</b>	<b>70,284,500</b>	<b>284,124,900</b>



**ANNEX 5: RISK MANAGEMENT**

Risk Factor	Category	Likelihood	Impact	Risk Response
<p>1) The geo-political and security risks, including global health security, may change so that the prevailing policy agenda becomes crisis-focused (response and recovery), for example on COVID-19, causing decision-makers to rethink and reprioritize their investments and policies. This may impact the access of gender equality advocates to key decision makers, and may ultimately affect policies related to and funding available for gender equality and sexual and reproductive health and rights (SRHR).</p>	Contextual	4	4	<ul style="list-style-type: none"> <li>• Closely monitor shifts in the political and health security landscape and related priorities.</li> <li>• Work with allies, partners, and key decision-makers to adapt our advocacy strategies accordingly in order to continue to advocate for the health and rights of girls and women everywhere, including in the context of health security threats and risks.</li> <li>• Conduct direct advocacy with donors and stakeholders that stresses how diverting resources from gender equality and SRHR may reverse hard-won gains and eliminate the impact of past investments.</li> </ul>
<p>2) Due to evolving health security challenges, key advocacy moments related to gender equality (such as GEF or WD2022) may continue to be delayed or cancelled</p>	Contextual	4	4	<ul style="list-style-type: none"> <li>• Adapt intervention strategies to plan for an increased virtual advocacy strategy at external convenings over the coming years.</li> <li>• Develop more extensive virtual options for events convened by Women Deliver.</li> </ul>
<p>3) Women Deliver’s dependency on a small pool of donors</p>	Institutional	2	4	<ul style="list-style-type: none"> <li>• Continue efforts to diversify funding streams and to increase overall funding for Women Deliver’s overall five-year strategy, and building the organization’s monitoring and evaluation capacity and resources. Women Deliver will build a range of multi-year funding partnerships that include restricted and unrestricted funding.</li> </ul>



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				<ul style="list-style-type: none"> <li>In the long term, risks will likely be reduced substantially. This relies on success in securing multi-year funding partnerships for Women Deliver’s new five-year strategy and managing growth.</li> </ul>
4) Women Deliver is perceived as having limited visibility and credibility apart from that of its Chief Executive Officer, and that this will reduce Women Deliver’s ability to effectively advocate.	Institutional	2	3	<ul style="list-style-type: none"> <li>Developing diverse, technical credibility and expertise in issues related to and intersecting with gender equality across the organization.</li> <li>Ensuring access to high-level decision-makers and spaces beyond the CEO including staff and partner advocates, especially from developing countries.</li> </ul>
5) Financial and reputational challenges are associated with the board led, 3rd party external investigation into the workplace practices, programs, and policies of Women Deliver.  [Investigation to conclude by late August/early September 2020]	Institutional	2	4	<ul style="list-style-type: none"> <li>Ensuring the investigation outcomes are shared with donor group and publicly shared, building on the transparent process to date including frequent conversations with key partners, funders, and advocates.</li> <li>Women Deliver has proactively undertaken an organizational transformation – going beyond the investigation to look at all aspects of program, practices, and policies – including participation of all staff and outside expert support.</li> </ul>
6) Women Deliver’s strategic planning process (covering 2021-2026) will not be ready in due time to allow for significant negotiation around the details of Danish funding to Women Deliver, requiring an postponement of the Danish commitment to 2021. The focus of the strategic plan and the intended organisational and financial management changes,		1	4	<ul style="list-style-type: none"> <li>The signal value and financial significance of having a heavy political SRHR advocate like Denmark on board as a key donor is of great importance to Women Deliver. The organisation will put a lot of effort in the timing of the strategic planning process, allowing for</li> </ul>



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complicates the dialogue towards an agreed results framework and direction of Danish funding.				substantial dialogue and negotiation on the content and build-up of future Danish funding.
7) The 2022 Women Deliver Conference will not take place in a developing country (due to selection or as a consequence of COVID-19, making activities under the Danish funding more cumbersome and potentially more expensive and lead to a significantly lower impact.	Institutional	1	4	<ul style="list-style-type: none"> <li>Women Deliver is currently in the process of selecting a host city for WD2022. A number of decision on the format are still to be decided, that may influence the selection of a host city and country, not least in the light of COVID-19. As WD2019 took place in Vancouver, Canada, Women Deliver is fully committed to the selection of an appropriate host in a developing country.</li> </ul>

**Likelihood Criteria**

<b>Likelihood</b>	<b>Very Unlikely</b>	<b>Unlikely</b>	<b>Likely</b>	<b>Very Likely</b>
that the risk event will occur in the next year	(0%-20%)	(20%-50%)	(50%-80%)	(80%-100%)
	1	2	3	4

**Impact Criteria**

	<b>Very Limited</b>	<b>Limited</b>	<b>Moderate</b>	<b>High</b>
	1	2	3	4





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<p><b>Impact</b> on programming if risk events occur</p>	<p>Very limited impact on development programming operations and outcome. Consequences can be managed under normal operating conditions</p>	<p>Limited impact on development programming operations and outcome. Consequences can be managed with limited additional resources and/or managerial effort</p>	<p>Moderate impact on development programming operations and outcome. Consequences can be managed with moderate additional resources and/or managerial effort</p>	<p>Significant impact on development programming operations and outcome. Senior management required to make major adjustments to plans and/or resource allocations</p>
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**ANNEX 6: COMMUNICATION PLAN**

<b>What?</b> (the message)	<b>When?</b> (the timing)	<b>How?</b> (the mechanism)	<b>Audience(s)</b>	<b>Responsible</b>
To drive impact and concrete action at the country and community level, WD must create space where advocates from developing countries can meaningfully participate and raise their voices.	Women Deliver will leverage WD2022 as well as the moments leading up to and out of the conference, including the Generation Equality Forum, the United Nations General Assembly (UNGA), and other key convenings.	Through convenings, Women Deliver will both demonstrate best practices of meaningful participation by engaging a broad range of advocates and organizations at every step – from planning to execution and evaluation – as well as advocate for others to follow WD’s example.  WD will use a variety of mechanisms, including owned channels (e.g. conference social media and WDLive), earned channels (e.g. general journalists and media scholars), and partner channels (e.g. disseminating key messages through the WD2022 Communications and Advocacy Group) to communicate these messages and demonstrate the value of meaningful participation in convenings.	WD will be targeting these messages to the participants of WD2022 and other convenings, as well as fellow advocates and decision-makers.	Women Deliver, working closely with partners including via the WD2022 Communications and Advocacy Group, and would welcome Danida to participate in.  Explore press opportunities with Danish ministers in connection with GEF – meeting/interview with Youth Advocates.  Interview with Danish highlevel participants on WDLive
To create policies and programs that reflect the needs and priorities of those directly affected, girls and women need to be meaningfully engaged on platforms and in fora where the policies and programs are developed.	Women Deliver will host and support a Global Dialogue, which is a mechanism for participation and engagement during the lead up to the conference. This will be catalyzed around the Generation Equality Forum and will include a virtual platform, satellite events, and other pathways for global participation.	To ensure the meaningful participation of girls and women, Women Deliver will create platforms where they can exercise influence through WD2022 and other Women Deliver convenings for young people, those affected by humanitarian crises, and other advocates from developing countries. Women Deliver will facilitate access to these platforms through the provision of small grants and scholarships; targeted technical assistance to build skills and confidence; and by amplifying the voices and messages of these advocates. Women Deliver will partner with intermediaries who can expand Women Deliver’s network of trusted advocates in lower income countries. Advocates will be supported to meaningfully participate through speaking opportunities, panel seats, and committees to co-create the convenings.	The primary audience of these messages are decision makers and those who create platforms and fora where decisions are made.	Women Deliver, working closely with partners, including partners who will be hosting satellite events around the world leading up to, during, and after WD2022.  There will also be good opportunities through the satellite events and other elements of the Global Dialogue for Danish consulates and embassies to engage in communications and advocacy activities.  Danish participation on Global Dialogue – jointly with SRHR Action Coalition leadership



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		Women Deliver will use these various owned channels as well as earned media to drive the message around meaningful participation in decision-making platforms and fora.		
Advocates who are excluded from systems of power need access and support to meaningfully engage in the development and implementation of policies and programs that impact their lives and their communities.	Capacity strengthening and knowledge sharing must be a continuous effort so that advocates are well equipped to seize policy window opportunities. In addition to ongoing work, WD will also provide surge support during key moments such as WD2022 and other relevant policy windows.	WD will promote the need for capacity strengthening and knowledge sharing, as well as the availability of Women Deliver’s platforms that provide this support, through owned channels (e.g. social media and newsletter), earned channels (e.g. interviews and op/eds), paid channel (e.g. targeted digital ads that reach new constituencies), and partner channels (e.g. working with partners like Danida to reach their key audiences.)	WD will be targeting decision makers, funders and CSOs on the importance of capacity strengthening and knowledge sharing and targeting grassroots advocates from around the world to participate in Women Deliver’s capacity strengthening and knowledge sharing opportunities.	Women Deliver, working closely with partners, including partners who work with grassroots advocates around the world. WD will work especially closely with the Young Leaders and Humanitarian Advocates to strategize around co-development of the programming itself as well as the communications elements.  WD would also propose working closely with Danida to create messaging that would resonate with decision makers and funders, as well as to reach more grassroots advocates around the world.
Advocates, from grassroots and other organizations from developing countries should be able to influence decision makers directly, for themselves, about decisions affecting them.	Women Deliver will leverage various policy windows to ensure more grassroots advocates are able to influence decision makers directly, including WD2022, UNGA, and the G7.	Women Deliver will share access and influence with grassroots advocates, and use communications to encourage others to do the same (e.g. sharing best practices with CSOs through webinars or social media takeovers to “pass the mic” to grassroots advocates.)  This work will include advocating and providing thought leadership on the benefits of inclusive decision-making, which encompasses groups closest to and most affected by policies and investment decisions (e.g. joint communications campaigns with decision makers like Danida on the benefits of inclusive decision-making or supporting op/eds with grassroots advocates on why they should be at the decision-making table).	WD will be targeting decision makers with advocacy messages around more inclusive decision-making. WD will also be targeting other CSOs with messages to share their power and access.	Women Deliver, working closely with partners including grassroots advocates themselves, such as Young Leaders and Humanitarian Advocates, as well as decision makers who share a belief in inclusive decision-making, such as Danida.  2-3 media interviews with youth advocates to be channeled through Danish media leading up to WD2022 or <i>on the road</i> from Paris (Beijing+25) to WD2022.



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<p>The world must invest in girls and women to deliver progress for all.</p>	<p>This messaging will be infused throughout all of Women Deliver's work.</p>	<p>Investing in girls and women is the backbone of all of WD's messaging. Whether WD is advocating for increased financial and political commitments or continued improvements of policies and programs for advancing gender equality, creating a broader, more coordinated and coherent base of champions or working for more effective advocacy, or advocating for improved representation of girls and women or more inclusive action to advance gender equality and SRHR – the investment case along with a human rights approach is always at the heart of WD's communications.</p> <p>WD will deliver this messaging through all channels, including owned, earned, paid, and partner. WD will leverage key policy windows to advance the messaging, for example by advocating that investing in girls and women in all COVID-19 response efforts is essential for a stronger recovery from the pandemic.</p>	<p>Ultimately Women Deliver's key messaging is aimed at decision makers who have power over investments – financial and political. To reach that audience, some of Women Deliver's communications work is aimed directly at the decision makers, and some is aimed at the sphere of influence around them, such as other advocates and the media.</p>	<p>Women Deliver, working in close partnership with key partners bilaterally, through communications taskforces, and through conference working groups.</p>
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**ANNEX 7: PROCESS ACTION PLAN**

**Process Action Plan: Women Deliver  
New Commitment 2020-2023**

*Updated: 04.08.2020*

<b>Time line</b>	<b>Activity</b>	<b>Documentation</b>	<b>Responsible</b>
Dec. 2019 – June 2020	Formulation and approval of bridging grant	Bridging grant Development Engagement Document	GJL/Gertrud
January-July 2020	Danida Review of Women Deliver engagements 2007-2019	Review Report	ELK
20 June	Registrering af dagsordenspunkt: <a href="https://umbrella/policies-and-procedures/pages/development-policy-&amp;-tools.aspx">https://umbrella/policies-and-procedures/pages/development-policy-&amp;-tools.aspx</a>	N/A	GJL/Gertrud
20 June - 7 July	Project outline received from Women Deliver	Project outline	
1 July	PAP forwarded to GJL ledelse	PAP	GJL/Gertrud
7-9 July	Discussion with Women Deliver	N/A	GJL/Gertrud
8 July	Share documents with internal program GJL committee	Draft concept note	GJL/Gertrud
10 July	Draft concept note discussion in GJL program committee - Meeting notes shared	Draft concept note + guiding questions	GJL - LIGE
12 – 30 July	Readjust project outline and concept note annexes	CN + Annexes	Women Deliver
30 July – 10 August	Preparation of Concept Note [Share with management 4th August]	Concept Note	GJL Management
12 August	Concept Note forwarded to ELK	Draft Concept Note + guiding questions	GJL/Gertrud
14 August – 28 August	Public hearing	Concept Note	ELK
3 September	Programme Committee meeting	Minutes of meeting	ELK
4 September august – 21 September	Preparation of project document	Programme Document	GJL/women Deliver
21 September	Send reworked project documents package to Appraisal team	Project document package	GJL
Week 39-40	Appraisal	Appraisal report	ELK



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Week 41	Final adjustments of project document		
17 September	Confirming of meeting date	N/A	GJL
13 October	Programme Document and Appropriation Cover forwarded to ELK	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 Women Deliver	Legally binding agreement	GJL & Women Deliver



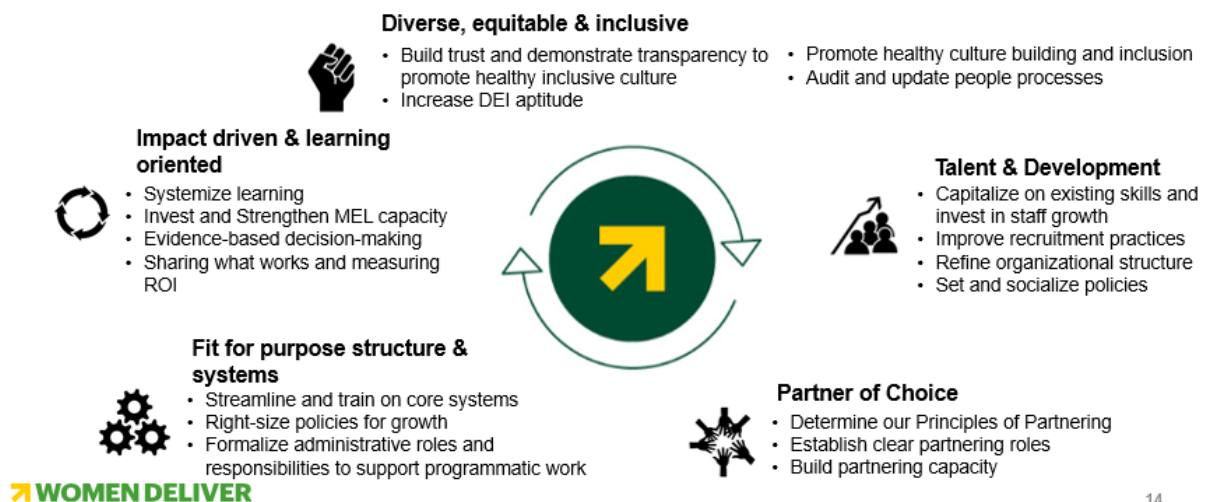
**ANNEX 8: LIST OF ADDITIONAL MATERIAL**

#	Document / Material
1.	Overview of preliminary 2021-2026 Strategic plan (ppt)
2	Women Deliver - Theory of change
3	Danida Review Report recommendations – July 2020
4	List of Key results 2014 -2020
5	Women Deliver Board Members

**ANNEX 8.1 – DRAFT FIVE YEAR OVERVIEW**

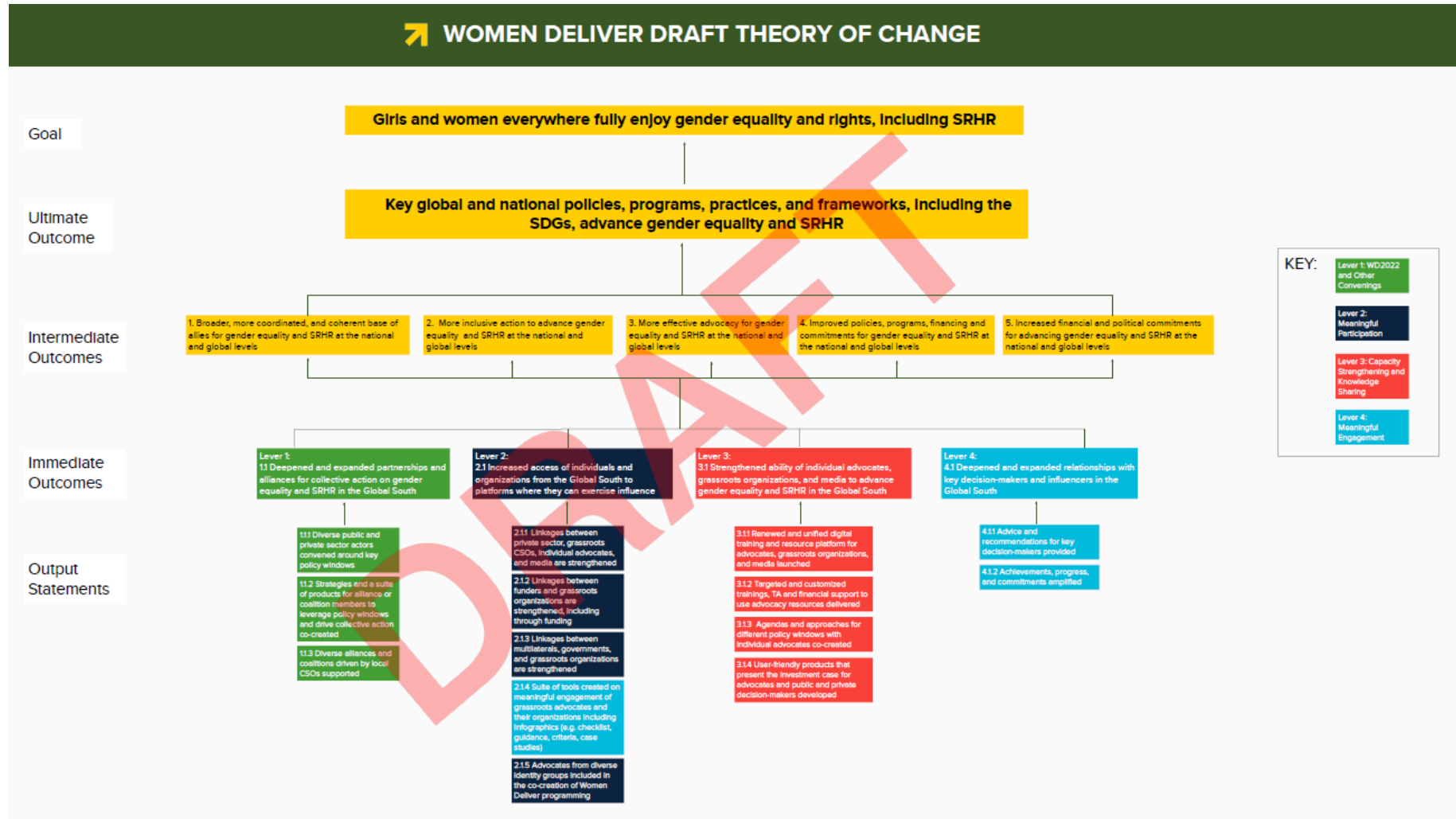
**Next Generation Women Deliver**

As this strategy calls for a focused, diverse, and mobilized Women Deliver that is a partner of choice and drives impact, internal strengthening is critical for our successful delivery. Investing in people, structures, and systems will enhance our ability to engage and contribute meaningfully towards a more gender equal world. This work will build on our current Transformation Vision and Roadmap.





ANNEX 8.2 - WOMEN DELIVER - THEORY OF CHANGE







## **ANNEX 8.3 – DANIDA REVIEW REPORT RECOMMENDATIONS – JULY 2020**

### **Conclusions and Way Forward**

The RT acknowledges the importance of Women Deliver a leading global advocate for gender equality within the area of SRHR. WD has proven an extraordinary convener. Through WD's global conferences they have created a powerful platform for advocacy.

WD has matured as an organization in recent year, through improvements in and greater consistency of core processes, tools, templates, and new ways of working. While processes have become more systematic, many are still in an early stage of change, and it is not possible for the RT to conclude at this point in time how these changes will be implemented and impact positively on WD's work and results within the areas of gender equality and SRHR.

With a new strategic framework being developed for the time period (2020 – 2025), there are opportunities for a more focused approach to ensure that WD remain a relevant player within the gender equality and SRHR space. There is also an opportunity to incorporate clear and measurable objectives and milestones to track WD's contribution to change.

One of WD's main challenges have been reporting. Global annual reporting is found to be too overall and generic; the reporting to MFA, financial and progress reports, have not been satisfactory in terms of compliance with Danida Aid Management Guidelines. The RT also noted that the MFA has not provided sufficient and clear guidance in past and existing Agreements between WD and the MFA on reporting requirements as outlined in Danida Aid Management Guidelines. The RT finds there is an urgent need for WD to improve on accountability and transparency especially in regard to annual progress reports as required by Danida.

WD's mandate and strategic framework is too broad to command Danish core funding. The RT finds that eventual future Danish funding should focus on programmatic support earmarked to WD's activities directly related to ODA eligible countries.

The RTs summary recommendations are listed below:

1. WD should maintain a strong connection to its roots in SRHR to maintain relevance and continue to be unique in a crowded gender equality space.
2. The up-coming strategic framework for WD should clarify the scope and priority areas, and incorporate clear and measurable objectives, milestones and indicators to track Women Deliver's contribution to change within the area of gender equality and SRHR.
3. Women Deliver prepares a policy paper for Board approval with a guidance note for staff on approach to strategic partnerships as part of the process of drafting its new strategy under preparation.



4. For future reporting, the financial and progress reporting, should meet the requirements as outlined in the Danida Aid Management Guidelines.
5. Design monitoring, evaluation and learning (MEL) approaches as part of advocacy strategies to support the strategies by providing the right information to enable decision-making, correction and adaptation.
6. WD considers to adopt an approach to monitoring and reporting on the organisation's carbon footprint as part of its annual reporting.
7. WD develops a policy on Board composition and eligibility criteria for Board Directors to ensure further professionalizing of the Board.
8. WD develops tools for planning and reporting on the work-plans, which can facilitate annual Board discussion on the organisation's efficiency and effectiveness, and guide priority setting.
9. WD discusses with their auditors how to meet the Danish Aid Management Requirements and propose to MFA before end of 3rd quarter 2020 to MFA how Women Deliver will meet the requirement for the 2020-reporting.
10. WD updates the anti-corruption and safeguarding policies and publish these on the webpage and establish a whistleblowing system for external use, with a link directly visible when entering the main web-page.
11. WD increases transparency and public accountability by making minutes of Board meetings publicly available on the web and by reconsidering the format for the annual report.

#### **ANNEX 8.4 - LIST OF KEY RESULTS 2014 -2020**

The following is a brief summary of some of Women Deliver's key results achieved in part through Danida's support.

- **Women Deliver 2016 Conference (WD2016):** Held in May 2016, Women Deliver's fourth global conference was the largest gathering on girls' and women's health, rights, and well-being in more than a decade and one of the first major global conferences following the launch of the Sustainable Development Goals (SDGs). The focus of WD2016 was the integration of SRHR across all of the SDGs. Almost 6,000 people from 169 countries participated in WD2016, including 2,500 organizations, 1,200 young people, and 500 journalists. WD2016 featured 23 plenary sessions over the course of three and a half days. In total, 141 different speakers participated in the plenaries, which were high-level, and extremely well-attended. More than 500 young people from 125 countries were sponsored to attend the conference, as were 64 journalists. The conference generated 1,245 original stories, op-eds, and blogs in 20 languages across 72 countries and six continents. In an unprecedented social media reach, tweets from the conference reached 67 million unique Twitter accounts and generated 1.8 billion Twitter impressions. More than 97 percent of the respondents to a post-conference survey said they would take



action as a result of having attended the conference. Most said that they would advocate for political commitments and national development plans to recognize and support girls and women as the drivers of sustainable development and powerful agents of change. More than 60 percent said they had benefited from discussions on how to integrate across sectors.

- **Women Deliver 2019 Conference (WD2019):** In June 2019, Women Deliver facilitated its fifth global conference. It is now the world's largest and most influential conference on gender equality and the health and rights of girls and women, especially their sexual and reproductive health and rights (SRHR). More than 8,000 people were on-site in Vancouver for WD2019, including heads of state, ministers, parliamentarians, academics, advocates, activists, and journalists. An additional 200,000 people from around the world engaged through the virtual conference and satellite events held by allied organizations in the months prior to, during, and after WD2019. The conference was the result of more than two years of preparation and was successful in catalyzing investments in women-focused organizations and SRHR. Given this global positioning, Women Deliver recognizes that the conference must be tied more explicitly to advocacy goals – those of Women Deliver and the gender equality community at large. Given the momentum that has been built since the first conference, Women Deliver will increasingly connect the global advocacy moments in the gender equality space, as a trajectory, that includes the WD conference as a key opportunity for convening and commitments of decision makers.
- **Negotiation and adoption of the SDGs:** In 2014 and 2015, Women Deliver supported the process leading up to the adoption of the SDGs. This included participation in a broad range of consultations, involvement in working groups and task forces, and attendance at high-level events focused on ensuring that girls and women receive the attention they deserve in the SDGs and the post-2015 development framework. Women Deliver was also involved in consultations and negotiations around the indicators for and implementation of the SDGs, helping ensure the centrality of gender.
- **World Bank Gender Strategy:** In 2015, Women Deliver reviewed and commented on the World Bank's "Towards a Renewed World Bank Gender Strategy 2016-2021," and led an orchestrated push to have SRHR stakeholders do the same. Women Deliver provided feedback on strengthening the inclusion of SRHR, education, and rights.
- **SDG Tracker Collaboration:** In 2016, Women Deliver joined a coalition of civil society and private sector partners — including Plan International, ONE, Data2X, the International Women's Health Coalition, KPMG International and the Bill & Melinda Gates Foundation — to produce an independent "tracker" that provides information for advocates, activists, governments, civil society partners, and others working to achieve gender equality through the SDGs.
- **Advocacy Academy:** In 2019, Women Deliver seized on its advocacy and capacity building strengths to offer the first Advocacy Academy, a three-part program that bolstered advocates skills and knowledge. Over 900 WD2019 conference registrants took part in the online learning opportunities. They were introduced to advocacy terms, tools, and techniques for building effective, targeted and impactful advocacy strategies. As part of the academy, Women Deliver hosted six webinars, in English, French and Spanish, on social accountability and effective coalitions, reaching over 230 individuals through live



viewings. This format provided an interactive learning opportunity for advocates to learn from colleagues who are leading advocacy initiatives around the world. Finally, 100 people from 49 countries participated in the academy on site in Vancouver in advance of WD2019 where they put their new skills to work with members of parliament attending WD2019.

- **Media Training:** As part of Women Deliver's efforts to bring the issues tackled at WD2019 to people around the world, scholarships were offered to 100 journalists from more than 60 countries. To foster quality coverage of WD2019 and more gender balanced reporting beyond the conference, the media scholars joined a half day media training. The sessions explored the role of media in creating a solutions-oriented narrative, the use of gender disaggregated data and how to hold governments accountable for commitments to girls and women. 98% of the media training participants stated that the sessions had improved their knowledge and 81% said they would integrate the media training into their work. In addition to trainings for journalists attending WD2019, Women Deliver provided media trainings through the Deliver for Good Campaign to 48 journalists from top-tier national outlets in Kenya, paving the way for better reporting on gender issues in country. WD2016 featured three pre-conference media trainings that engaged 55 journalists from across the world that subsequently generated 145 new stories. Partner announcements that were particularly well-received by media included: the Bill & Melinda Gates Foundation's USD80 million commitment to improve data on girls and women; the McKinsey Global Institute's report on what it would cost to close the gender gap and add US \$12 trillion to global GDP by 2025; and the WHO's first-ever guidelines to improve care for women living with female genital mutilation.
- **Nairobi Statement on ICPD25: Accelerating the promise:** Women Deliver helped drive ambitious actions and commitments for SRHR and gender equality at the 2019 Nairobi Summit for the 25th anniversary of the International Conference on Population and Development (ICPD). As conservative forces continued to question ICPD's relevance, it was critical that the anniversary be used to double down on global commitment to girls' and women's SRHR. As a member of the International Program Committee, Women Deliver worked alongside the United Nations Population Fund (UNFPA) to draft and refine global commitments for the summit statement. Women Deliver recommendations included in the final statement that reinforced the right to bodily integrity, promoted gender budgeting and auditing, and made explicit the inclusion of diverse sexual orientations, gender identities, and expressions. Women Deliver also supported a number of Humanitarian Advocates as well as Young Leaders and Alumni to actively participate in the Nairobi Summit securing high-profile speaking opportunities, lifting the voices of women on the frontlines. Support also included sponsoring travel and capacity building. Humanitarian advocates demonstrated their work to international audiences and expanded their networks with international stakeholders. For example, in an event coordinated by Women Deliver, Hayat Mirshad of the Lebanese Women Democratic Gathering called on donors to consider new ways to fund women-focused CSOs and was profiled in a [major video from the Nairobi Summit](#).
- **Young Leaders Program:** Through this program, advocates were provided with training, small grants, support around speaking opportunities, access to multi-country convenings and workshops, and sponsorship to attend Women Deliver conferences. The enhanced participation and influence of young people has been demonstrated by the 68 cases in which Young Leaders were successful in influencing government agendas, policies, or



strategies. Success of the program has also been demonstrated through the appointment and election of at least 80 Young Leaders and Alumni to high-level commissions, boards of directors, and political office.

Women Deliver is well positioned to influence globally on issues that have impact at the country level. Women Deliver's convening power extends to building broad alliances on key and timely issues. And, its communications and marketing savvy combined with key global partnerships, help ensure that evidence is communicated effectively and placed in the hands of key national decision makers. The following three results provide insight into the important linkages between global action and national level impact:

- **Political Declaration on Universal Health Coverage:** Women Deliver advocated publicly and behind the scenes to ensure a strong focus on gender and SRHR in the political declaration of the UN High-Level Meeting on UHC. Following debate at the January 2019 World Health Organization (WHO) Executive Board meeting, it became clear that conservative governments would push back on the inclusion of strong gender and SRHR language in the political declaration. In response, Women Deliver, the International Women's Health Coalition, and Women in Global Health formed the Alliance for Gender Equality and UHC, an alliance of more than 100 advocacy partners from nearly 50 countries. Finalized in September 2019 and agreed to by UN Member States, the declaration followed alliance recommendations to commit to universal sexual and reproductive health access, advancing gender-responsive health services throughout the life course, recognizing and supporting women in the health workforce, and advancing girls' and women's full participation in health leadership and governance. Women Deliver and the alliance are working to maintain momentum at the global level and are cooperating with WHO to leverage the political declaration for accountability at the country level.
- **Global Action Plan (GAP) for Healthy Lives and Well-being for All:** Women Deliver successfully leveraged its influence and advisory capacity to ensure that gender equality was prominent in the GAP for Healthy Lives and Wellbeing for All, a strategy to align and accelerate the work of 12 UN health agencies to achieve SDG 3. After the draft strategy was "soft launched" in October 2018, Women Deliver pushed for a strong gender lens in the agencies' health work and for gender to be mainstreamed throughout the GAP, something that was not included in the original concept. Women Deliver was invited to be an official advisor to UN Women and the United Nations Development Programme (UNDP) during development of the plan. The resulting strategy, which was launched at the September 2019 United Nations General Assembly (UNGA), aligned with Women Deliver's recommendations and strongly positioned gender equality and women's empowerment as essential to achieving health and well-being for all.
- **SDG Gender Index:** Women Deliver worked closely with Equal Measures 2030 on the development of the SDG Gender Index. The index is a comprehensive tool to measure the state of gender equality aligned to the SDGs. This data and analysis is key to building the imperative for actions beyond the status quo to accelerate progress for gender equality and help inform the narratives for gender equality advocates around the world. More recently, Equal Measures 2030 released a report, [Bending the Curve Towards Gender Equality by 2030](#), which examines progress and gaps in efforts to advance gender equality and highlights six cross-cutting areas where governments and stakeholders should focus



efforts to realize gender equality and the SDGs. Women Deliver played a critical role in providing feedback on the direction of the report and its supporting materials. At both the OECD GenderNet session and the Parliamentarian Forum at WD2019, Women Deliver connected parliamentarians and country representatives to the Gender Index, and encouraged these stakeholders to use the tool to make evidence-driven decisions on their political and financial investments towards girls' and women's health and rights.

## **ANNEX 8.5 - WOMEN DELIVER BOARD (EFFECTIVE AUGUST 2020)**

### **Kristin Hetle**

Chair of the Board



Kristin Hetle has long experience working for girls and women's rights. Currently she serves as gender advisor to Save the Children Norway after many years of international service – most recently as part of the founding management team of UN Women, the United Nations' dedicated agency for gender equality and women's empowerment. Here she served as Director of Strategic Partnerships since 2011, the first year of operations. She led corporate communications and advocacy, resource mobilization, partnerships with civil society and with the business community and other partners including sports organizations. Kristin previously worked four years as Director of Communications for the Ministry of Labour in Norway, and was for six years Chief of Communications in the United Nations Population Fund (UNFPA), where she spearheaded public awareness campaigns on sexual and reproductive health and rights. Earlier in her career, Kristin was CEO of Media Lion Inc., a company she co-founded; specializing in communication strategies and media training for public and corporate leaders. She is a journalist by training, and anchored a variety of programs on current affairs and social issues in Norwegian Public Radio for almost 20 years.

Kristin Hetle has long experience working for girls and women's rights. Currently she serves as gender advisor to Save the Children Norway after many years of international service – most recently as part of the founding management team of UN Women, the United Nations' dedicated agency for gender equality and women's empowerment. Here she served as Director of Strategic Partnerships since 2011, the first year of operations. She led corporate communications and advocacy, resource mobilization, partnerships with civil society and with the business community and other partners including sports organizations. Kristin previously worked four years as Director of Communications for the Ministry of Labour in Norway, and was for six years Chief of Communications in the United Nations Population Fund

### **Cecilia García Ruiz**

Board Member



Cecilia García is a human rights advocate with 10 years of professional experience. She holds a Bachelor's Degree in Psychology and a Master's Degree in Public Policy and Gender. As a founding member and former Gender Program Director of Espolea, a Mexican youth organization, Cecilia has participated in different initiatives to promote the sexual and reproductive health and rights of young people, to foster women's empowerment and meaningful political participation, and to prevent gender-based violence through education and policy recommendations. In May 2013, she received the Impact Award 2013 for her exceptional leadership and determination in the field of girls and women's health, granted by the Impact Magazine and Population Services International. She is a Women Deliver's Young Leaders Program alumna and has served as social advisor for the Mexican National Institute of Women. In December 2014, she joined the Board of the Partnership for Maternal, Newborn & Child Health where she participates as the Acting Chair of the recently approved, Adolescent and Youth Constituency.

Cecilia García is a human rights advocate with 10 years of professional experience. She holds a Bachelor's Degree in Psychology and a Master's Degree in Public Policy and Gender. As a founding member and former Gender Program Director of Espolea, a Mexican youth organization, Cecilia has participated in different initiatives to promote the sexual and reproductive health and rights of young people, to foster women's empowerment and meaningful political participation, and to prevent gender-based violence through education and policy recommendations. In May 2013, she received the Impact Award 2013 for her exceptional leadership and determination in the field of girls and women's health, granted by the Impact Magazine and Population



**Dakshitha Wickremarathne**

Board Member



Dakshitha Wickremarathne is a development practitioner striving for social justice. His childhood during the times of conflict in Sri Lanka has sparked his passion for peace and equality. His work in the areas of health, gender and reconciliation lead him to be appointed by the UN Secretary-General as the youngest member of the Every Woman Every Child Independent Accountability Panel. As the Co-Founder and the Programme Director of Youth Advocacy Network Sri Lanka, Dakshitha continues his ground-level work while also shaping strong policies grounded in evidence and science. Dakshitha completed his Bachelors in Social Work winning the gold medal for the Best Academic Performance and received a Post Graduate Diploma in Diplomacy and Global Affairs. He is a Women Deliver Young Leaders Alumni and a Youth Champion of Asia Safe Abortion Partnership. With

UNFPA, as a Master Trainer, Dakshitha has extensive experience in working with young people and most at-risk populations in Asia and the Pacific. Dakshitha served as the youngest Assistant Director for Office for National Unity and Reconciliation chaired by the Former President of Sri Lanka. Dakshitha was a Commissioner in the Lancet Commission on Adolescent Health and Well Being and a Youth Advisor to UN Women’s Global Civil Society Advisory Group.

**Helen Clark**

Board Member



Helen Clark was Prime Minister of New Zealand for three successive terms from 1999–2008. She was the first woman to be elected as Prime Minister in New Zealand. Throughout her tenure as Prime Minister, and as a Member of Parliament over 27 years, Helen Clark engaged widely in policy development and advocacy across the international, economic, social, environmental, and cultural spheres. She advocated strongly for New Zealand’s comprehensive program on sustainability and for tackling the problems of climate change. She was an active leader of her country’s foreign relations, engaging in a wide range of international issues. In April 2009, Helen Clark became Administrator of the United Nations Development Programme. She was the first woman to lead the organisation, and served two terms

there. At the same time, she was Chair of the United Nations Development Group, a committee consisting of all UN funds, programs, agencies, and departments working on development issues. As Administrator, she led UNDP to be ranked the most transparent global development organisation. She completed her tenure in 2017. Helen Clark came to the role of Prime Minister after an extensive parliamentary and ministerial career. Prior to entering the New Zealand Parliament, Helen Clark taught in the Political Studies Department of the University of Auckland, from which she earlier graduated with her BA and MA (Hons) degrees. Helen continues to be a strong voice for sustainable development, climate action, gender equality and women’s leadership, peace and justice, and action on non-communicable diseases and on HIV.



**Jotham Musinguzi**

Secretary



Dr. Musinguzi is the Director General of Uganda’s National Population Council (NPC). Dr. Musinguzi played a major role in drafting the Programme of Action of the International Conference on Population and Development (ICPD) in Cairo in 1994, and was actively involved in negotiations on the Millennium Development Goals (MDGs). He also was instrumental in preparing the Maputo Plan of Action, which was adopted by the African Union in 2006 to help achieve the MDGs in Africa, and has, more recently, contributed to the success of the 2012 London Summit on Family Planning. He is the recipient of the 2013 UN Population Award in recognition of his outstanding work to promote the ICPD principle that reproductive health must be a key component of any general strategy of social and economic development. He

chaired the Board of Directors of Population Services International (PSI) Uganda, and was formerly a Trustee of the Population Council of New York, as well as the Commonwealth Medical Trust of London (COMMAT).

**Vivian Onano**

Board Member



Vivian Onano is a social entrepreneur and seasoned humanitarian who is recognized as an emerging woman leader with the courage to lead change on the African continent. She has a strong commitment to education, women economic empowerment, and leadership. Vivian has a deep interest in re-defining Africa’s growth and development, and creating an inclusive world where women and youth can play an important role. She is a graduate of Carthage College and a strategic development consultant on education, youth empowerment and employment, and women economic empowerment. Vivian is a youth advisor to Global Education Monitoring Report, UNESCO and the Founder/Director at Leading Light Initiative. New African Woman Magazine featured her in 2016 as one of the “30 under 30: Faces

Changing Africa Now” and Forbes Woman Africa profiled her as “One to Watch”. Vivian is a recipient of the 2017 New African Woman on the Rise Award and 2016 MTV “Africa Re-Imagined” Award. In 2015 she was honored with Mrs. Obama’s “Let Girls Learn” award by MORE Magazine for her advocacy work on girls’ education. Vivian is a respected speaker who often speaks on global education, gender equality, youth empowerment, and international development. She has presented at the United Nations General Assembly, World Innovation Summit for Education, The Global Education and Skills Forum, Concordia Summit and the Clinton Global Initiative, among others.





**Wallace D'Souza**

Treasurer



Wallace D'Souza is the Chief Financial officer at Vital Strategies, a global health organization whose mission is to work with governments to strengthen public health systems through designing and supporting scalable solutions for leading causes of death. Wallace is responsible for an annual operating budget of over \$130M and leading the organization in financial planning, forecasting, budgeting and analysis. Working with the CEO he is responsible to ensure programmatic success through cost analysis support, and compliance with all contractual and programmatic requirements. Provide strategic financial input and leadership on decision-making issues affecting the organization (i.e., fundraising, strategic planning, evaluation of potential alliances, employee benefits, retirement

plans, and investments). Vital Strategies has headquarters in NY with 6 international offices. Prior to joining Vital Strategies Wallace D'Souza was the Chief Financial Officer at Planned Parenthood Federation (PPFA) and the Planned Parenthood Action Fund, organizations providing health care, education and advocacy to millions of women, men and young people worldwide on women's health and well-being. Wallace was responsible for developing and implementing overall financial strategy, financial and cost management, accounting, budgeting, forecasting, reporting, auditing, investment strategy and financial system implementations. He is responsible for working with PPFA's and the Action Fund boards and Finance Committees and overseeing the financial activities of both a 501 C3 and 501 C4 organizations. He was responsible for the organizations \$300M+ budget. From 2012-2016 Wallace was the Sr. Director of Global planning at the International AIDS Vaccine Initiative (IAVI), an organization focused on the development of HIV vaccines. Wallace was instrumental in building the infrastructure, systems and business processes there as they expanded from a \$5 million organization to a \$100 million complex non-profit with operations overseas in Africa, India, and Europe. Prior to IAVI, Wallace served as the Director of Budget & Financial Services at Manpower Demonstration Research Corporation (MDRC), a nonprofit, social policy research organization dedicated to learning what programs and policies will improve the well-being of low-income people. He also served as CFO/Controller of one of MDRC's international subsidiaries in Canada and as the Global Corporate Controller of Compass Group LLC, an asset management and private equity firm. Wallace is also holds Board positions as the treasurer at the African Services Committee; Thamini Uhai (based in Tanzania); and New American Leaders. He holds an MBA in Accounting and Finance from the University of Scranton, PA.