Championing Gender Equality, SRHR, and Girls and Women
Support to Women Deliver's Work Program 2021 – 2023

Key results:
* Advocate-friendly tools and material adapted and rolled out to increase participation of Southern-based women's rights organizations in advocacy activities to raise the global voice on calling for improvements in policies, program, and investments for gender equality and SRHR;
* Increased participation of delegates from ODA-eligible countries at global gender equality and SRHR convenings (WD2022);
* Women's rights organizations, youth and marginalized communities from ODA-eligible countries supported to present in panel sessions and dialogues at regional forums and convenings including WD2022

Justification for support:
* Progress towards gender equality has stalled and even reversed in some areas. Many women and girls in developing countries have experienced limited or no progress. This calls for increased political and financial investment in girls and women's SRSR.
* The project contributes to a number of the SDGs, and there is a momentum right now around Beijing+25 and the Generation Equality Forum and well as in the recovery after COVID19, providing a window of opportunity to further the understanding that investing in girls and women has a ripple effect that benefits families, economies, and the entire society.

Major risks and challenges:
Geo-political and security risks, including global health security, have become increasingly evident with the COVID-19 crises, where the prevailing policy agenda becomes crisis-focused (response and recovery), causing decision-makers to re-think and reprioritize their investments and policies and to cancel or delay key advocacy moments. WD will monitor shifts in the political and health security landscape and adapt strategies accordingly in order to continue to advocate for women and girl's rights.

File No.	2019-45100			
Country	Southern based developing countries			
Responsible Unit	MNS			
Sector	Gender Equality, Sexual and Reproductive health and rights			
Partner	Women Deliver			
DKK mill.	**2021**	**2022**	**2023**	**Total**
Commitment	10	10	10	30
Projected ann. disb.	5.5	13.8	10.7	30
Duration	01.05.2021 – 31.12.2023			
Previous grants	DKK 52.7 mill.			
Finance Act code	06.36.03.11			
Head of unit	Marianne Kress			
Desk officer	Gertrud Kümmel Birk			
Reviewed by CFO				

Relevant SDGs

Strategic objectives

The project 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.*

Justification for choice of partner:

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. Anchored in 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 SRSR created around the Women Deliver conference (8500 participants in 2019) as well as the high-level influence and advocacy for change in the global South conducted in connection with major international events (WHA, CPD, CSW, WEF etc). Furthermore, Women Deliver will, with its access to data and network of youth leadership academy alumni, play a key role 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.

Summary:

Women Deliver generate data-based arguments and advocacy products in order to push political and financial policymakers to invest in the wellbeing and the health and rights of women and girls. Besides WD own advocacy, they leverage data and evidence to equip particularly young 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. This project is a continuation of the bridging grant of DKK 10 Mill approved in 2020, and completes the initial DKK 40 Mill pledged to Women Deliver on the 2020 Financial Act out of which DKK was pushed to the 2021 financial frame.

Budget:

Total budget 2021 – 2023:	**DKK**	**USD**
Outcome 1: *Increased influence by women's rights organizations, youth, and marginalized communities from ODA-eligible countries on policies, program, and investments for gender equality and SRHR*	3,339,775	543,053
Outcome 2: *Strengthened capacity and knowledge amongst women's rights organizations, youth, and marginalized communities from ODA-eligible countries to influence regional policies, programs and resource allocations for gender equality and/or SRHR*	6,658,297	1,082,650

Outcome 3: *Strengthened and deepened partnerships and alliances with women's rights organizations, youth, and marginalized communities from ODA-eligible countries to define and leverage key gender equality and/or SRHR.*	15,115,470	2,457,800
Outcome 4: *Strengthened evidence-base for supporting women's rights organizations, youth, and marginalized communities in evidence-based gender equality and SRHR advocacy*	2,923,842	475,421
Overhead Allocation (7%)	1,962,617	319,125
Total	**30,000,000**	**4,878,049**

Cover page
See Appropriation Cover Note format.

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Final: 23.03.21

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1. Introduction

This document describes the Danish support to the global SRHR advocacy organisation Women Deliver Inc., a Delaware non-stock corporation registered and tax-exempted under US law in 2009 (hereafter referred to as Women Deliver or WD). Over the past decade, Women Deliver has been working at the forefront of the gender equality and sexual and reproductive health and rights (SRHR) movement.

Women Deliver was established in 2007 as 'a movement' to create a platform for leveraging actions and commitments to address the high maternal mortality rate and its debut was the first Women Deliver global conference in 2007 (London in October 2007) to mark the 20th anniversary of the Safe Motherhood Initiative. Building on the success of the conference WD was established in 2009 as an international non-governmental organization (INGO) with a mandate: *'to promote and advance maternal health as a core element of the global development agenda, serve as a global source of information for advocacy and action, develop and disseminate messages, tools, and other advocacy resources to support a broad community of stakeholders through meetings and conferences globally, regionally, and nationally, and through a dynamic and interactive web presence'*.

Women Deliver's core activity is the planning and conduct of Global Conferences advocating for gender equality and SRHR. Since the first conference in 2007, the Global Conferences have been convened every three years, attracting an impressive number of high-level officials, NGOs, grassroots organisations, private sector actors and decision-makers. In 2016, the conference was held in Copenhagen, with HRH Crown Princess Mary of Denmark as a patron. The success of the Global Conferences prove the organization as a strong advocate and communicator, and an prominent convener, which has made its mark as a global advocacy organization working in new ways across sectors and issue areas to advance solutions and action on gender equality and SRHR.

Denmark has supported Women Deliver since its first conference in 2007. This project documents covers a new phase of the Danish support to Women Deliver for a total commitment of DKK 30 million provided for the implementation of activities to deliver specific identified results under Women Deliver's Strategic Plan 2021 - 2025. The funds are levied from §06.36.03.11 and the disbursements are projected at DKK 10 million annually during the period 2021 – 2023.

The forthcoming programming phase will centre around the identification and selection of activities taking place in lower- and middle-income countries (LMICs) and supporting women's rights organizations (WROs), young people, and advocates from marginalized groups, leading to change in ODA-eligible countries.

The world is currently witnessing a global pushback against the rights of girls and women to sexual and reproductive health. The pushback stands in stark contrast to the 2015 adoption of the Sustainable Development Goals, the global framework agreed upon by the global community – which among other things focuses on the health and rights of women and girls. The support to amplify WROs, young people, and marginalized voices on SRHR advocacy will help counter the pushback on women's rights and improve gender equality and it will help

strengthening support for girls and women's rights, in particular, their right to bodily autonomy.

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 WD's activities directly related to change taking place in ODA-eligible countries.

2. Project Context

Over the past 25 years remarkable progress has been made on the rights of girls and women worldwide. Unfortunately, these advances do not apply to everyone, and there is still a long way to go to achieve full gender equality, not least for Sub-Saharan countries. COVID-19 has significantly exacerbated pre-existing gender inequalities and underpinned the need for a continued strong focus on the demand for full gender equality as part of the recovery after the COVID-19 crisis. Around the world, many girls and women continue to live a life marked by a lack of access to basic rights such as the access to healthcare, education, and job opportunities. Additionally, they risk being subjected to child marriages, leading to early, frequent and unsafe pregnancies, as well as lack access to modern contraception, sex education, and safe abortion. Millions of women and girls live with a daily fear of sexual and gender-based violence and discrimination as well as harmful practices such as female genital mutilation.

Research from UN Women shows that gender equality is crucial for reaching the goals of all SDGs in 2030. The global policy goals behind Women Deliver's advocacy work is to contribute to all indicators of SDG3 and SGD5 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.

In recent years, the world has experienced growing opposition to the rights of women and girls with increased conservative pressure to roll back decades of progress. In particular women's and girls' SRHR are under pressure - inside and outside the international negotiation rooms. This has made advocacy and investments for the SRHR of girls and women, including safe abortion, increasingly difficult; underpinning the need for stepping up on advocacy and investments within these areas.

While a new political position from the US may shift the balance slightly towards the progressive side, it will not remove the conservative opposition fighting against the rights of women and girls. 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 LMICs. Denmark is a significant political player in the SRHR space, with an ambition to rethink the fight for women and girls' rights while creating innovative solutions that involve and inspire other countries to do the same.

3. Lessons learned from previous cooperation

The tri-annual conference – Women Deliver Conference - has proven to be the organization's signature event, drawing in thousands of participants (8008 in 2019 in Vancouver and 6000 in Copenhagen in 2016) including heads of state and local activists alike.

Beyond the Global Conferences the organization delivers focused global and country-level advocacy in favour of gender equality and women and girl's rights, including in LMICs. In its work, WD maintain a particular focus on promoting that SRHR remains a development priority in the national and global efforts to reach the targets of the SDGs.

Annex 8 and Annex 10 contain information on Women Deliver's key results for the period 2016 – 2020 including lessons learned. From this it is worthwhile noting:

- Women Deliver Advocacy Academy, which was launched during the WD2019 conference. This is a three-part program that bolstered advocates skills and knowledge through on-line learning. Over 900 WD2019 conference registrants and 250 external participants took part in the six webinars, in English, French and Spanish.

- Political Declaration on Universal Health Coverage: WD 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.

- Young Leaders Program: Through this program, advocates were provided with training, small grants, support around speaking opportunities, access to multi-country convening 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.

WD is recognized as an information hub with trustworthy information built on solid evidence regarding gender equality and women and girls' rights. Women Deliver's outreach extends to the private sector, advocating for investment in gender equality and women and girls' rights based on evidence on how progress in the fulfilment of SDG5 will positively impact the achievement of Agenda 2030 as a whole.

A number of organizational transformations have taken place in Women Deliver over the past two years. The organization has strengthened its internal systems, including: strategic planning; policy enhancements; monitoring, evaluation, and learning 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.

In the second half of 2020, social media posts called out WD for having a toxic work environment with racist practices. An independent evaluation was immediately launched by the Board of Directors to investigate these testimonies. The evaluation did not find fault with any

one person, but pointed towards the work environment being stressful due to a top-down management style, which was strained – in part – due to rapid organizational growth without proper personnel systems to match this rapid growth. The CEO decided to vacate the position in order to allow the Board to take a fresh look at the organisation and make the necessary recalibrations. As Women Deliver is an advocacy organization, relying on strong and trustful networks and relations, the campaign and the ongoing investigation may have had severe reputational consequences, and it has been difficult for WD to secure full financing of its Strategy 2021 – 2025 at the time of commencing the implementation. It is still too early to see the fruit of the recent organisational and operational changes, and it remains to be monitored under the proposed support how these changes will be implemented and impact on WD's work and results.

Denmark has supported Women Deliver since 2007 with DKK 67.2 Million. During this period, WD 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 evidence based, solutions focused arguments that aim to inspire, lead, and influence world leaders and heads of UN agencies to act. A mid-term review of the Danish support to Women Deliver was carried out during the 1st quarter of 2020. The review made a number of recommendations, which was discussed with WD during the review process. WD expressed preparedness to revisit and enhance the policies and systems, including efforts to improve transparency and governance. The on-going organisational changes within WD recognise and take note of the Danish recommendations, including giving priority to development of a partnership approach and improvements of monitoring systems, and the results-based framework related to the new five-year strategy. WD 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 LMICs.

A bridging grant provided in 2020, supports the so-called Deliver for Good campaign globally and in Kenya, 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.

Danida's review concludes that WD is relevant in the global SRHR space and acknowledges the importance of WD as a leading global advocate for gender equality predominantly within the area of SRHR. The review stresses in particular that WD has proven an extraordinary convener and that with the global Women Deliver Conferences, the organisation has created a powerful platform for advocacy for SRHR. However, the review was critical on a number of issues, including the WD's results monitoring and reporting; a sturdy theory of change was considered an area for particular attention if considering further financial support. The review also pointed to main challenges ahead for Women Deliver if the organisation aspires to remain relevant and improve as a professional global player. Another 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. 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 professionalization of board operations and organizational governance.

It should be noted that WD expressed commitment to address the issues raised by the Danish review team and has taken actions or in the process of action to address the issues. Such actions includes re-examining the strategy and prioritized what is "core" for Year 1 and 2 of the strategic period, refreshing the Theory of Change and management processes; the Board has made 17 commitments in the area of governance and operations and will begin implementing these in February 2021. Lastly the safeguarding and anti-corruption policies have been revisited and updated.

4. Strategic considerations and justification

With targeted support to Women Deliver work program for 2021 – 2023 Denmark aims to: *create and empower women's rights organisations, young advocates, youth, and marginalised communities 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 changes in ODA-eligible countries, Denmark contributes to the ultimate strategic objective of Women Delivers overall programme; ensuring key global, regional, and national policies, programmes, practices, and frameworks, including the Sustainable Development Goals (SDGs), advance gender equality and SRHR.

Relevance in relation to Danish priorities: Sexual and reproductive health and rights is a key priority area in Danish development policy. According to the World 2030, Denmark wants to maintain its position as a global front player for sexual and reproductive health and rights. The Danish strategy emphasizes that deciding on your body and sexuality is a fundamental human rights. Some key areas within SRHR include; preventing early marriage; ensuring rights to sexuality education; access to contraceptives, safe abortion, and other relevant services.

Summary of strategic considerations behind the Danish support:

- The world is currently witnessing a global pushback against the rights of women and girls and gender equality. This pushback or even reversal is increasingly felt in developing countries. Strengthening of the South SRHR advocacy voices will help counter the pushback at the local level.

- Investment in gender equality and SRHR will contribute to achieving SDG 3: Good Health and Wellbeing (goal 3.7) and SDG 5: Gender Equality (goals 5.1, 5.2, 5.3, and 5.6), and holds significant potential for contributing to other SDGs including contributing to SDG16 (Peace, Justice and Strong Institutions) and SDG 17 (Partnerships for the Goals). There is a momentum right now around Beijing+25 and the Generation Equality Forum and well as in the recovery after COVID19, providing a window of opportunity to further the understanding that investing in girls and women has a ripple effect that benefits families, economies, and the entire society.

- The project is fully in line with the goals set out in The World 2030 on gender equality and Denmark's commitment to promote and strengthen support for women and girls' rights, in particular, their right to own body, and it will contribute to Denmark's commitment to strengthen civil society in developing countries.

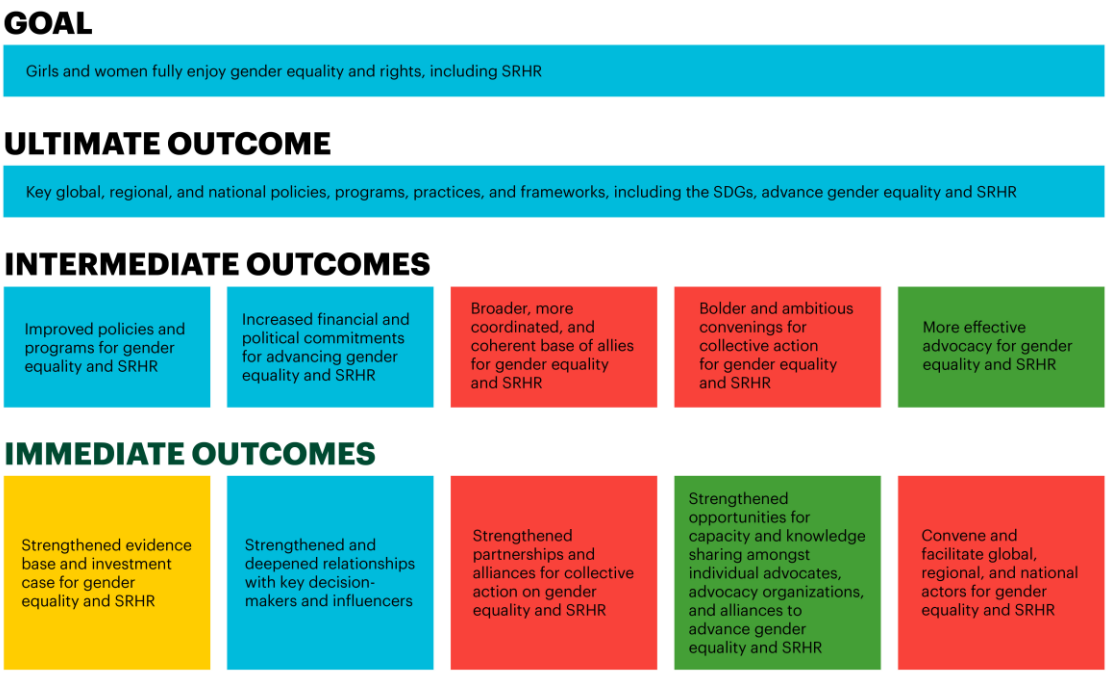
- The project is aligned to the Danish SRHR action plan (internal) and speaks to the ambitions of the Minister for Development Cooperation to strengthen Denmark's support for women and girls' rights, particularly their sexual and reproductive health and rights, including reducing unwanted pregnancies, as set out in his four-year plan.

- The project is fully aligned to Women Deliver's Strategic Plan 2021 – 2025 as it provides support to the implementation of a core priority to create meaningful impact at country level; drawing upon lessons learned and augmentation of results in the Deliver for Good, Conference, and Young Leaders program.

5. Theory of change and key assumptions

The Theory of Change for the project is grounded in Women Deliver's overall Theory of Change (see Annex 3a and 3b). WD's Theory of Change rests on a policy windows theory, which posits that policy can be changed during a window of opportunity when advocates can successfully connect two or more components of the policy process (e.g., the way a problem is defined, the policy solution to the problem, and/or the political climate of their issue). WD will use two work-streams to influence the policy level: a) crating own policy window. The Women Deliver Conference, happening tri-annually, is a key example of creating own policy window, and it will be designed more purposefully moving forward with that goal in mind; and b) recognizing windows of opportunity to when secondary policy windows opens, e.g. at UN conferences.

WD's global Theory of Change can be summarized as follows:



The assumptions are that:

- policies, programs, and frameworks need to be changed both a global and regional level as well as on nation state level to benefit *all* girls and women, including the most marginalized and disadvantaged, and be fully resourced for implementation at scale.
- using the soft power of public convening, coupled with the voice of media and advocacy from rights-bearers, encourages decision makers to make commitments to new policies, programs, and investments to gender equality and SRHR at the convening;
- make decision makers more likely to follow through on their commitments and ensure those commitments translate into action if they are made at public convening and if coupled from ongoing advocacy from rights-holders
- advocacy from rights-holders and affected communities at relevant policy windows influences policies and programs to be more gender transformative and inclusive.
- only by the contribution of many – in a partnership approach – will the goal be realized.
- maintaining a strong voice at global, regional, and nation levels is important to counter the conservative opposition and prevent a roll-back of what has been achieved so for.

It is recognized worldwide and reconfirmed in the international dialogues leading up to and resulting in consensual approval of the SDGs that gender equality and SRHR are essential elements for reaching the SDGs and hence key priorities. Empowering women, holds significant potential to increase production and productivity, raise household incomes, and ensure significant improvement to child health and educational levels. Full achievement of gender equality and ensuring women's and girls' sexual and reproductive health and rights is beneficial for the society in general and contributes to achieving all the SDGs.

6. Project Objective and Results Frame

The objective of the project is: *To create and empower women's rights organisations, young advocates, youth, and marginalised communities 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.*

Women Deliver's (2021-2025) Strategy outlines four levers of change towards key global, regional and national policies, programs, practices, and frameworks, including the SDGs, advancing gender equality and SRHR: 1) Drive Investment and Policy Change, 2) Strengthen Capacity and Share Knowledge, 3) Connect for Collective Action, and 4) Build and Use the Evidence and Investment Case. These four levers remain critically important to how Women Deliver sees change happening at the global, regional and the country levels.

The project's results-framework focuses on supporting Women Deliver's ambition to call attention to gender equality and SRHR and amplify the voices of advocates, alliances, coalitions and organizations in LMIC. All outcomes and outputs refer specifically to efforts that will be advanced and undertaken in ODA-eligible countries. Where relevant, results tracked will be disaggregated by age, gender, and other axes of differentiation.

The results frame for the project has been developed with due consideration to the strategic outlook for the next one to two years, which the Board of Directors approved in their February 2021 meeting, responding to the organizational changes which was implemented as per January 2021.

The full results-frame with targets and means of verification as agreed for the project is attached as Annex 5, and summarized below:

Project	***Championing Gender Equality, SRHR, and Girls and Women Support to Women Deliver's Work Program 2021 – 2023***
Project Objective	The project objectives are two-fold: a) strengthen the capacity of advocates (from ODA eligible countries) and provide them with the platforms for accessing and influencing decision-makers, including at the next Women Deliver Conference; and b) ensuring meaningful participation and engagement of voices of advocates (from ODA-eligible countries) in these spaces, including the Women Deliver conference).[1]
Impact Indicator[2]	Key global, regional, and national policies, programs, practices, and frameworks, including the SDGs, advance gender equality and SRHR

Lever 1	**Drive Investment and Policy Change**
Outcome 1.0	***Increased influence by women's rights organizations, youth, and marginalized communities from ODA-eligible countries on policies, program, and investments for gender equality and SRHR***
Outcome indicator	***Extent to which women's rights organizations, youth, and marginalized communities from ODA-eligible countries influence policies, programs, and investments for gender equality and SRHR[3]***
Output 1.1.1	Supported women's rights organizations, youth, and marginalized communities from ODA-eligible countries contributed to identifying and leveraging policies for gender for gender equality and/or SRHR
Output indicator	Number and percentage of instances where women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to identifying and leveraging policies for gender equality and/or SRHR
Output 1.1.2	Supported women's rights organizations, youth, and marginalized communities in ODA-eligible countries participated in and influenced gender equality and/or SRHR policies, programs, or practices at the governmental, intergovernmental, regional, or organizational level
Output indicator	Number of women's rights organizations, youth, and marginalized communities in ODA-eligible countries supported to participate in and influence gender equality and SRHR policies, programs, or practices at the governmental, intergovernmental, regional or organizational level
Lever 2	**Strengthen Capacity and Share Knowledge**
Outcome 2.0	***Strengthened capacity and knowledge amongst women's rights organizations, youth, and marginalized communities from ODA-eligible countries to influence regional policies, programs and resource allocations for gender equality and/or SRHR***

[1] Women Deliver supports the policy and advocacy efforts of a wide range of gender equality and SRHR stakeholders including, rights-holders such as, women's rights organizations, youth, and marginalized communities including LGBTQIA+ rights advocates, disability rights advocates, racial justice rights advocates, and advocates representing the rights of underrepresented people (refugees, people living with HIV/AIDS, etc.). In addition WD strives to influence duty-bearers, including leaders and decision-makers that are obligated and responsible for protecting and promoting gender equality and SRHR.

[2] 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 WD or their advocates work and would not be collecting this data directly.

[3] Women Deliver supports women's rights organizations, youth, and marginalized communities in advocacy and in pushing for policy change. In some cases, Women Deliver's target groups will be working individually and in other instances through alliances and coalitions. Stakeholders, such as governments, can either adopt, adapt, modify, or adjust gender lens policy recommendations made by these actors. The results thus span a continuum of change (i.e., adopted, adapted, adjusted, modified, revised, etc.) and WD's reporting will capture the nuance of nature of policy and advocacy results.

Outcome indicator	***Increased capacity and knowledge amongst women's rights organizations, youth, and marginalized communities from ODA-eligible countries to influence regional policies, programs, and resource allocations for gender equality and/or SRHR***
Output 2.1.1	Women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to participate in skills-building activities for policy influencing and advocacy for gender equality and/or SRHR
Output indicator	Number and percentage of women's rights organizations, youth, and marginalized communities from ODA-eligible supported to participate in skills-building trainings, tools, and resources for policy influencing and advocacy for gender equality and/or SRHR
Output 2.1.2	Participatory methodologies used to share lessons learned, challenges, and promising practices of gender equality and/or SRHR-policy influencing and advocacy efforts of women's rights organizations, youth, and marginalized communities from ODA-eligible countries
Output indicator	Extent to which participatory methodologies are used to share lessons learned, challenges, and promising practices of gender equality and/or SRHR policy influencing and advocacy efforts of women's rights organizations, youth, and marginalized communities from ODA-eligible countries
Output 2.1.3	Qualitative stories of change developed and disseminated on policy influencing and advocacy for gender equality and/or SRHR
Output indicator	Number of qualitative stories of change developed and disseminated on policy influencing and advocacy for gender equality and/or SRHR
Output 2.1.4	Advocate-friendly tools to roll out global guidelines and frameworks for gender equality and/or SRHR adapted and disseminated for women's rights organizations, youth, and marginalized communities from ODA-eligible countries[4]
Output indicator	Number of times advocate-friendly tools to roll out global guidelines and frameworks for gender equality and/or SRHR are adapted and disseminated for women's rights organizations, youth, and marginalized communities from ODA-eligible countries
Level 3	**Connect for Collective Action**
Outcome 3.0	***Strengthened and deepened partnerships and alliances with women's rights organizations, youth, and marginalized communities from ODA-eligible countries to define and leverage key gender equality and/or SRHR policy windows***
Outcome indicator	***Number and percentage of women's rights organizations, youth, and marginalized communities from ODA-eligible countries engaged in process of defining and leveraging key gender equality and/or SRHR policy windows***
Output 3.1.1	Increased participation of delegates from ODA-eligible countries at global gender equality and SRHR convenings (WD2022)
Output indicator	Percentage of delegates from ODA-eligible countries participating at global gender equality and SRHR convenings (WD2022)
Output 3.1.2	Women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to access[5] gender equality and SRHR platforms and convenings before, during, and after WD2022 Conference
Output indicator	Number and percentage of women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to access gender equality and SRHR platforms and convenings before, during, and after WD2022 Conference[6]
Output 3.1.3	Women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported in their policy and advocacy influencing and accessing convenings
Output indicator	Funding for convenings provided to women's rights organizations, youth, and marginalized communities from ODA-eligible countries for their policy and advocacy influencing and accessing convenings

[4] Women Deliver supports efforts to ensure global gender equality and/or SRHR guidelines (e.g., WHO guidelines) are shared in a manner that supports local understanding of how such guidelines are to be implemented in practice. Women Deliver actively works with partners to ensure global guidelines are adapted in a language and manner that is advocate-friendly.

[5] Access here is defined to include all of the mechanism and processes Women Deliver will use to ensure convenings before, during, and after the WD2022 conference are inclusive and accessible to participants in terms of language and disabilities. Convenings will also be made available virtually to facilitate broad and mass engagement, especially from ODA-eligible countries. Support is non-financial support for scholarships or travel, but rather technical assistance provided by Women Deliver staff to advocates to facilitate the advocates' engagement in the platforms and convenings.

[6] Support here is defined as demand-driven and can encompass coaching and mentorship type support.

Output 3.1.4	Women's rights organizations, youth and marginalized communities from ODA-eligible countries supported[7] to present in panel sessions and dialogues at regional forums and convenings including WD2022
Output indicator	Number and percentage of women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to present in panel sessions and dialogues at regional forums and convenings including WD2022
Output 3.1.5	Leaders and decision-makers[8] from ODA-eligible countries influenced to participate in gender equality and/or SRHR policy convenings and windows[9]
Output indicator	Number of leaders and decision-makers from ODA-eligible countries influenced to participate in gender equality and/or SRHR policy convenings and windows
Output 3.1.6	Communications campaigns created and used to profile policy and advocacy messages of women's rights organizations, youth, and marginalized communities from ODA-eligible countries
Output indicator	Number of communications campaigns created and used to profile policy and advocacy messages of women's rights organizations, youth, and marginalized communities from ODA-eligible countries
Lever 4	**Build and Use the Investment Case**
Outcome 4.0	***Strengthened evidence-base for supporting women's rights organizations, youth, and marginalized communities in evidence-based gender equality and SRHR advocacy***
Outcome indicator	***Extent to which women's rights organizations, youth, and marginalized communities used Women Deliver curated data and evidence for gender equality and SRHR***
Output 4.1.1	Suite of evidence products on gender equality and SRHR developed in accordance with priorities of women's rights organizations, youth, and marginalized communities[10]
Output indicator	Number of evidence products on gender equality and SRHR developed in accordance with priorities of women's rights organizations, youth, and marginalized communities in ODA-eligible countries
Output 4.1.2	Multilingual evidence products[11] curated and developed using existing evidence on gender equality and/or SRHR policy influencing and advocacy
Output indicator	Number of multilingual evidence products curated and developed using existing evidence on gender equality and/or SRHR policy influencing and advocacy
Output 4.1.3	Improved knowledge amongst Women Deliver staff of lessons learned, promising practices and challenges emerging from project implementation[12]
Output indicator	Two Learn, Pause & Reflect sessions held a year with Women Deliver-wide team

Re.: Lever 1: Direct Investment and Policy Change

As outlined in the Theory of Change, Women Deliver uses four tactical theories to influence policy and advance advocacy – messaging frameworks, stakeholder organizing (community organizing), group formation, and media influence. The results of policy influencing and advocacy efforts can be difficult to predict or prescribe, and results occur along a continuum of

[7] "Support" here is defined as non-financial support and will include coaching and facilitation for women's rights organizations, youth, and marginalized communities to present at regional forums leading up to the conference and the WD2022 Conference. This does not include financing for advocates to attend the conferences, this kind of travel will be co-financed by additional donor support.

[8] "Leaders and decision-makers" here refers to appointed and/or elected officials. The convenings and policy windows described are Women Deliver-led convenings and policy windows.

[9] The policy convenings and windows referenced here are Women Deliver-led policy convenings and windows.

[10] The suite of evidence products refers to a range of products including infographics and curated evidence using existing data that are compiled such as checklists, guidance, criteria, case studies, fact sheets, and policy briefs. Evidence products are time and cost-intensive and thus the targets are conservative. WD will dedicate efforts to develop high-quality evidence products that will drive evidence-based advocacy.

[11] High-quality evidence products are costly and time-intensive to produce and can include checklists, guidance, criteria, case studies, fact sheets, and policy briefs.

[12] Output 4.1.3 is devoted to Women Deliver's internal knowledge, reflection and learning. Women Deliver will systematically conduct after action reviews and retrospective analyses drawing upon different types of methodologies (e.g., Appreciative Inquiry, Contribution Analysis, and/or Outcome Harvesting) to understand how its efforts are contributing to policy and advocacy for gender equality and SRHR. The findings of such learning and reflection can inform the production and dissemination of qualitative stories of change, thematic paper and/or MEL-focused SRHR piece.

change. WD's partners influence policy to persuade decision-makers and leaders to adopt their policy recommendations, develop a program, or make a financial investment that will advance gender equality and SRHR. In some cases, Women Deliver's partners will be supported in framing debates and getting gender equality and SRHR issues on to the political agenda, which is about attitudinal change, drawing attention to new issues and affecting the awareness, attitudes or perceptions of key stakeholders. In other cases, partners will be supported in encouraging discursive commitments from states and other policy actors. Affecting language and rhetoric is important to, for example, promote recognition of specific groups or endorsements of gender-sensitive, gender-responsive, or gender-transformative declarations. In other cases, partners may succeed in driving content changes, which are changes in the content of policies such as strategy papers, legislations, or budgets. WD will monitor the results of partners using ex-post analysis whereby WD will trace the key chains of events that lead towards final decisions or outcomes. The results monitoring will capture such changes retrospectively, and will assess which tactics were used and how WD *contributed* to such outcomes throughout the implementation period.

Re.: Lever 2: Strengthen Capacity and Share Knowledge
Women Deliver's approach to capacity strengthening and knowledge sharing will be demand-led and will entail providing targeted technical assistance to build skills and confidence, including around communications, based on identified needs of advocates and Young Leaders. Strengthening capacity and sharing knowledge are both processes and ends and will be captured as such. As processes, capacity strengthening and knowledge sharing will support advocates and Young Leaders in processes of debate, relationship building, and use of policy influencing tools and strategies. As ends, they will strengthen capacity of advocates and partners to participate in policy influencing advocacy according to objectives defined by them. Under Outcome 2, Women Deliver will provide access, through financial and technical assistance, to women's rights organizations, youth, and marginalized communities from ODA-eligible countries to participate in key regional and national policy moments. Women Deliver will monitor the extent to which it effectively creates opportunities for connection and participatory and peer-to-peer learning amongst women's rights organizations, youth, and marginalized communities.

Re.: Lever 3: Connect for Collective Action
Convening for collective action represents an important pathway for change in itself. Outcome 3 strives to create space for women's rights organizations, youth, and marginalized communities to strategize and network, bring diverse actors across regions and sectors together, and potentially lead to bold and collective action on the ground. Women Deliver recognizes that collective action has the potential to increase the effectiveness of advocacy asks, influence policies, programs, and practices and lead to longer-term sustainability if owned and led by local actors. The type of changes, or progress markers, that will signal success under Outcome 3 will focus on, for example, how accessible, participatory, co-creative, and accessible the WD2022 Conference is for participants from ODA-eligible countries. Women Deliver will monitor the extent to which women's rights organizations, youth, and marginalized communities from ODA-eligible countries are able to co-create approaches and agendas for policy windows to advance gender equality and SRHR. Outcome 3 will also be largely "tracked backward" rather than "tracked forward." In policy influencing and advocacy, strategies and

milestones shift. Advocacy strategies evolves over time, and activities and desired outcomes can shift quickly. Moreover, as advocacy interventions become larger and more complicated, involving more actors, alliances, and coalitions and have multiple advocacy objectives, it becomes increasingly important to monitor social change results using retrospective analyses.

Re.: Lever 4: Build and Use the Investment Case
Outcome 4 focuses on the evidence products and investment cases that Women Deliver produces. While the output indicators focus predominantly on the generation and production of evidence products, the immediate outcome of interest for Women Deliver is the extent to which these products are being used by partners and stakeholders. It is important to bear in mind that evidence is rarely used directly, but often influences policymakers more gradually and in an amorphous way by highlighting gender equality and SRHR concepts and ideas. Through its MEL activities, Women Deliver will carry out in-depth analyses using a more suitable framework for understanding the complex political interactions that influence the use of evidence in the policy influencing process. These will generally involve carrying out interviews and participatory exercises with a variety of stakeholders and partners. Internally, Women Deliver will facilitate learning by guiding reflection upon what works, what doesn't, and why in terms of evidence-based and data-informed policy influencing and advocacy. Such efforts will entail Learn, Pause, and Reflect (LPR) sessions to improve the capability of staff to track contributions and more easily collect evidence to demonstrate impact. During LPR sessions, Women Deliver will need to find out whether higher-level, desired changes have taken place. Secondly, the organization will need to identify its own role in contributing to such changes.

7. Inputs/budget

The Danish contribution to the project for strengthening South advocacy voices for SRHR will be a total of DKK 30 million for the period 2021 – 2023. The support will be committed in full in 2021, and will be disbursed in three annual instalments. Disbursement will be based on agreed work plans and budgets for the project and satisfactorily progress and financial reporting.

	DKK				**USD (exch rate 6.15)**
	2021	**2022**	**2023**	**Total**	**Total**
Lever 1: Drive Investment and Policy Change					
Outcome 1.0: *Increased influence by women's rights organizations, youth, and marginalized communities from ODA-eligible countries on policies, program, and investments for gender equality and SRHR*					
Outcome indicator: *Extent to which women's rights organizations, youth, and marginalized communities from ODA-eligible countries influence policies, programs, and investments for gender equality and SRHR*					
Output 1.1.1: Supported women's rights organizations, youth, and marginalized communities from ODA-eligible countries contributed to identifying and leveraging policies for gender for gender equality and/or SRHR.	289,280	800,288	623,430	1,712,997	278,536
Output 1.1.2: Supported women's rights organizations, youth, and marginalized communities in ODA-eligible countries participated in and influenced gender equality	299,998	703,350	623,430	1,626,777	264,517

and/or SRHR policies, programs, or practices at the governmental, intergovernmental, regional, or organizational level.					
Sub-total Outcome 1	*589,277*	*1,503,638*	*1,246,860*	*3,339,775*	*543,053*
Lever 2: Strengthen Capacity and Share Knowledge					
Outcome 2: *Strengthened capacity and knowledge amongst women's rights organizations, youth, and marginalized communities from ODA-eligible countries to influence regional policies, programs and resource allocations for gender equality and/or SRHR.*					
Outcome indicator: *Increased capacity and knowledge amongst women's rights organizations, youth, and marginalized communities from ODA-eligible countries to influence regional policies, programs, and resource allocations for gender equality and/or SRHR.*					
Output 2.1.1: Women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to participate in skills-building activities for policy influencing and advocacy for gender equality and/or SRHR.	265,711	1,135,572	976,034	2,377,317	386,556
Output 2.1.2: Participatory methodologies used to share lessons learned, challenges, and promising practices of gender equality and/or SRHR-policy influencing and advocacy efforts of women's rights organizations, youth, and marginalized communities from ODA-eligible countries	269,860	858,780	651,475	1,780,115	289,450
Output 2.1.3: Qualitative stories of change developed and disseminated on policy influencing and advocacy for gender equality and/or SRHR.	279,353	627,279	585,464	1,492,096	242,617
Output 2.1.4: Advocate-friendly tools to roll out global guidelines and frameworks for gender equality and/or SRHR adapted and disseminated for women's rights organizations, youth, and marginalized communities from ODA-eligible countries.	165,919	507,896	334,953	1,008,769	164,027
Sub-total Outcome 2	*980,844*	*3,129,527*	*2,547,926*	*6,658,297*	*1,082,650*
Lever 3: Connect for Collective Action					
Outcome 3: *Strengthened and deepened partnerships and alliances with women's rights organizations, youth, and marginalized communities from ODA-eligible countries to define and leverage key gender equality and/or SRHR policy windows*					
Outcome indicator: *Number and percentage of women's rights organizations, youth, and marginalized communities from ODA-eligible countries engaged in process of defining and leveraging key gender equality and/or SRHR policy windows*					
Output 3.1.1: Increased participation of delegates from ODA-eligible countries at global gender equality and SRHR convenings (WD2022)	921,054	2,021,014	1,109,279	4,051,347	658,756
Output 3.1.2: Women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to access[13] gender equality and SRHR platforms and convenings before, during, and after WD2022 Conference.	808,870	1,378,632	1,510,212	3,697,714	601,254

[13] Access here is defined to include all of the mechanism and processes Women Deliver will use to ensure convenings before, during, and after the WD2022 conference are inclusive and accessible to participants in terms of language and disabilities. Convenings will also be made available virtually to facilitate broad and mass engagement, especially from ODA-eligible countries. Support is non-financial support for scholarships or travel, but rather technical assistance provided by Women Deliver staff to advocates to facilitate the advocates' engagement in the platforms and convenings.

Output 3.1.3: Women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported in their policy and advocacy influencing and accessing convenings.	651,697	1,767,484	1,316,101	3,735,282	607,363
Output 3.1.4: Women's rights organizations, youth and marginalized communities from ODA-eligible countries supported to present in panel sessions and dialogues at regional forums and convenings including WD2022.	297,678	879,396	538,276	1,715,350	278,919
Output 3.1.5: Leaders and decision-makers from ODA-eligible countries influenced to participate in gender equality and/or SRHR policy convenings and windows.	444,574	702,093	769,110	1,915,777	311,509
Output 3.1.6: Communications campaigns created and used to profile policy and advocacy messages of women's rights organizations, youth, and marginalized communities from ODA-eligible countries					
Sub-total Outcome 3	*3,123,873*	*6,748,619*	*5,242,978*	*15,115,470*	*2,457,800*
Lever 4: Build and Use the Investment Case					
Outcome 4: *Strengthened evidence-base for supporting women's rights organizations, youth, and marginalized communities in evidence-based gender equality and SRHR advocacy*					
Outcome indicator: *Extent to which women's rights organizations, youth, and marginalized communities used Women Deliver curated data and evidence for gender equality and SRHR*					
Output 4.1.1: Suite of evidence products on gender equality and SRHR developed in accordance with priorities of women's rights organizations, youth, and marginalized communities.	286,780	935,609	612,031	1,834,420	298,280
Output 4.1.2: Multilingual evidence products curated and developed using existing evidence on gender equality and/or SRHR policy influencing and advocacy	228,814	502,138	358,470	1,089,422	177,142
Output 4.1.3: Improved knowledge amongst Women Deliver staff of lessons learned, promising practices and challenges emerging from project implementation.	WD internal financing				
Sub-total Outcome 4	*515,594*	*1,437,748*	*970,500*	*2,923,842*	*475,421*
Total Outcome 1 – 4	**5,209,589**	**12,819,531**	**10,008,264**	**28,037,383**	**4,558,924**
Administrative overhead 7%	364,671	897,367	700,578	1,962,617	319,125
Total Grant	**5,574,260**	**13,716,898**	**10,708,842**	**30,000,000**	**4,878,049**

The table below shows the Danish contribution to Women Deliver as a percentage of the organisation's total budget. As seen the Danish contribution has slightly increased from 2019 to 2020. While the Danish contribution has been stable in real terms, the size of the contribution fluctuates due to other funders' financing patterns being uneven. Women Deliver has had very few long-term funders providing multi-year commitments yet for the new strategy. The three-year sequencing of the Global Conferences, Women Deliver income has fluctuated in three-

years patterns with contributions in the conference year being at the highest. With 2021 being a year leading up to the next Global Conference, and fundraising to commence for the new strategy, it is expected that the predicted total income level will be higher than the estimate; as future fundraising revenue and expenses for the Conference and any new funders are not factored in this will decrease % weight of the Danish funding.

Denmarks contribution as a % of total Women Deliver Budget			
		USD	
	2019	2020*	2021**
Danida Contribution	2.209.023	1.512.022	1.000.000
Total Women Deliver Budget	19.540.980	10.730.000	5.000.000
% of Total Budget (contributed by Danida)	*11%*	*14%*	*20%*

**Unaudited - estimate prepared as of 1/27/2021*
***Projection only - does not account for full conference expenses and conference fundraising; thus % contribution estimated to decrease over the 2021 year*

8. Institutional and Management arrangement

Management of the Danish project will be fully integrated into Women Deliver's management and administrative structures, with the CEO as the project owner, ensuring project administration according to agreement and ultimately under the oversight of the Board of Directors. Management and administration of the project will follow Women Deliver policies, guidelines, and administrative practices, save for the requirement for the financial management (see section 10).

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

- **Updated work plans, as approved by the Board,** to be submitted to MFA on a yearly basis latest in December prior to commencement of the new financial year;
- **Mid-year progress reporting** during the course of the programme period 2021 – 2023, which would include a short progress report highlighting main activities and achievements as well as main challenges and changes in plans and an unaudited financial statement;
- Close dialogue and cooperation between MFA and Women Deliver on **communication** of results;
- **End of year report** focusing on the progress towards outcomes and outputs, measured against indicators in the results frame and an audited financial statement.
- **Two dialogue-meetings** (virtual meetings) for a discussion of the progress report, focusing on achievements, challenges, and proposed changes, if any.

9. Monitoring and reviews

Women Deliver will monitor the Danish grant through its already established monitoring system. WD uses a results-based monitoring system guided by the Strategic Plan and the overall theory of change, with emphasis placed on measuring and assessing progress towards outputs and outcomes. The monitoring process can be summarized as follows:

- *On a quarterly basis:*
  - Teams review the progress made towards their work-plan for that quarter
  - Teams identify lessons learned and challenges
- *On a semi-annual basis (output focused):*
  - Teams collect and analyse output data to monitor the rate and quality of implementation
  - Action plans are developed to guide any adjustments as needed
- *On a yearly basis (outcome focused):*
  - Data are collected to analyse the progress made towards the expected results (where feasible)
  - Data and a narrative report are provided to donors

Program team members are tasked with monitoring progress against activities, planned budget, and towards expected results, and to develop mitigation strategies to ensure that targets are met, and to capture lessons learned. The senior management team is overseeing the monitoring process across all program and project streams. Program focal points use the data from the monitoring exercises for dialogues with the team on how to improve their programs and ultimately to oversee that the intended results are achieved as per the Strategic Plan.

Recognizing the challenges of an advocacy organization to attribute results on a global agenda to its activities and actions, Women Deliver uses a mix of quantitative and qualitative indicators to measure the effectiveness and impact of its activities. The majority of data collected are primary data. Surveys, analyses of reports, landscape analyses, web metrics, meeting reports, staff reports, and conference reports are some of the methods used to collect data.

WD is in the process of adjusting its internal processes and systems as a result of the organisational changes (see Annex 9). This will also include adjustments in the MEL system.

With a more focused size and approach for WD, the MEL will be more directly integrated across the organization, from the program team members who monitor progress, collect data, and capture lessons learned, to MEL focal point who help compile data and further tool development, to Senior Management who develop action plans for variances, lead in narrative analysis, and ensure systems are being used effectively.

To ensure adequate dialogue and timely decisions in regard to this development engagement the following will be put in place:

- Half-yearly and annual progress reports (output level), together with financial statement, will be submitted within three months of completion of the 2nd quarter and 4th quarter.
- Based on the half-yearly/annual progress reports, WD will hold dialogue meetings with representatives of the Danish MFA timely after submission of the relevant progress report.

Denmark will base its monitoring of the grant on the biannually progress reports and financial statements received from WD. Focus will be on the progress in relation to the results frame and budget. This is supplemented by Denmark's participation in WD donor meetings where Denmark together with other donors will conduct the dialogue on the organisational

development of WD and progress and challenges related to the implementation of the Strategic Plan.

Mid-term review: A mid-term review will be conducted late in 2022 early 2023 (dates to be agreed between DK and WD) to review status on the implementation of the agreement and to guide the preparation of possible continued support to WD beyond 2023. The overall objective of the mid-term review is to review and assess WD's execution of the Strategic Plan 2021 – 2025, the results achieved, the organisation's contributions to progress in the international dialogue on SRHR, and to assess the continued compatibility with Danish strategic priorities. Ideally, the mid-term review should be conducted as a joint review with one or more other WD funders; however, at the moment, there is not congruence among donors funding modalities for this type of joint actions.

In addition to the MFA standard requirements for Mid-term review the ToR for the review should also include the following (i) a focus on the funding situation of WD, assessing the implications for continued Danish financial support; (ii) assess to what extent reporting reflects the involvement of men/boys; (iii) the progress in terms of WD's organisational changes including, among others, the Board's role, composition, and responsibilities.

10. Financial management, planning and reporting

Women Deliver will manage the Danish funds as separate project funds provided for activities aimed at realising the results as agreed in the results frame-work. WD will manage and administer the Danish funds in accordance with its planning, administrative, and financial management policies and procedures as approved by WD Board of Directors.

WD prepares its financial statement in accordance with accounting principles generally accepted in the United States. The Danish review 2020 found that overall WD has adequate financial and administrative policies that covers the essential areas of budgeting, accounting, internal controls, financial reporting and auditing to manage, control and account for received funds. This is underpinned by the external auditor's unqualified opinions on the global financial reports for the period 2014 – 2019.

The minimum requirement for financial management of the Danish contribution is that WD's financial management and reporting procedures meet the requirements for recipients of Danish development funds, as laid out in the General Guidelines for Financial Management downloadable from https://amg.um.dk/en/tools/financial-management/accounting-and-auditing/.

Issues to highlight:

- WD will prepare annual budget and work plans. Planning and budgeting shall follow Women Deliver's budget cycle and procedures, however, the budget should be designed to reflect the structure and corresponding level of the outputs of the results framework and it should be detailed enough to show the different categories of inputs and budget items necessary for achieving the planned results. The annual budget and work plan is to be shared with the MFA latest in December for the coming year.

- Funds will be transferred to WD in one annual cash contribution based on the approved work-plans and budgets, satisfactory technical and financial reporting, and use of funds as per the agreement. Denmark will effects the disbursements in response to a disbursement request addressed to the Ministry of Foreign Affairs, and sent to the relevant department and contact person. The disbursement request is to be co-signed by WD CEO and the project responsible staff. Each request must state the bank account to which the disbursement is to be transferred, the amount requested for disbursement. Immediately after receiving the funds, WD will forward a receipt to the Ministry of Foreign Affairs, indicating the value of the transfer in the currency in which it has been received.

- Women Deliver will administer and account for funds using its own rules and procedures while respecting:
    - all sources of income pertaining to Women Deliver are reflected and the Danish grant is entered into the accounts as income,
    - reporting on expenditures related to the Danish grant, is of at least the same level of detail as in the grant budget,
    - all expenditures are documented by original vouchers, original invoices and original, signed receipts,

- WD will submit half-annual financial reports as part of the half-annually progress reporting.

- The project accounts and their associated records shall be audited annually by an external auditor of international standard. As a minimum the audited financial statement shall indicate Danish contributions, expenditure of Danish funds, flows of fund to sub-partners, interests occurred on the Danish grant, and remaining balance as of the end of the financial year. The auditor's report shall include auditor's observations and recommendations as well as WD's management's endorsement.

- The Danish contribution and associated expenditures must be recognised in WD's global annual financial statement.

- The Annual audit reports shall be submitted to the MFA not later than six months after the end of each financial year, i.e. must be received by MFA not later than 30 June in the year following the year under audit. The responsible MFA unit shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme. After the termination of the programme support, the Denmark (responsible institution) reserves the right to carry out evaluation in accordance with this article.

11. Risk Management

The perceived major risk for Women Deliver is the reputation in the aftermath of the social media posts calling out WD for a toxic work environment and racist power dynamics. The social media posts prompted Women Deliver Board and Senior Management to reflect on what

the organization was and what it wants to be, and begin a journey towards becoming an explicitly anti-racist organization (note: referenced by WD as their "Transformation"). WD re-examined its organizational and operating structures, including examining the power dynamics of being located in a high-income country when it needs to partner better with advocates and organizations in low- and middle-income countries, and that ensuring staff and leadership are more diverse and centred around the global community WD serves.

A transition process, which included rightsizing the organization to reflect the financial reality and WD's core priorities of the Strategic Plan, began in autumn 2020; and is ongoing. The Board appointed the former deputy as interim President and CEO until the permanent CEO is hired and on-boarded and to lead the transition. A significant reduction of staff was implemented in December 2020 to make space for new, more diverse leadership at all levels. There is a core team in place, committed to being at WD longer term; they are the new key senior focal points of each program, of which the majority were the deputies in 2020, ensuring that the institutional knowledge is retained. The interim CEO has chosen to create a flat structure in this transition period, to ensure enhanced communication, support, and retention of staff. There is a staffing plan in place that reflects the strategy, the transformation (including increased diversity), financial realities, and good commitments from staff. Together with a number of other donors, Denmark will continue following the transition process, and monitor the leadership and staffing as well as potential funding consequences that may arise in the aftermath of the investigation.

The Danish review in 2020 identified a number of challenges, including: 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 professionalization of board operations and organizational governance. WD has taken the recommendations on-board and are working towards implementing the recommendations. Stock-taking on the implementation of the recommendations will be included in the Danish Mid-term review.

A Risk Management matrix is included as Annex 6.

12. Exit

Women Deliver enjoys support from a wide group of donors, including private foundations and the private sector. Because the Danish funds are earmarked project funds directed towards specific results and activities aligned to the next global conference in 2022, the activities financed are therefore financed to their completion point by this grant. The Mid-term review planned for late 2022 will provide recommendations on eventual financial support beyond 2023.

13. Communication

For Women Deliver as an organisation advocating for social change such as gender equality and SRHR, communication is key. Policy influence and advocacy for gender equality and SRHR often require shifting public awareness, increasing political will, and advancing policy adoption. Given the complexity of social change work, WD uses a variety of communications

tools, strategies, and tactics to raise awareness and understanding of how policy influencing and advocacy for gender equality and SRHR unfolds.

Women Deliver's main communication tools are their web-portal (www.womendeliver.org) and their annual report. They are also actively engaged on social media such as Twitter and Facebook. The organisation also has a dedicated web-portal for the next global conference in 2022 (WD2022 | Women Deliver Conference 2022), as well as a facility for subscription to newsletters.

The purpose of the Communication Plan (see Annex 7) is two-fold: First, WD will raise awareness and understanding of gender equality and SRHR. Second, WD will make visible and profile Danida's role as a critical investment partner in advancing gender equality and SRHR goals. The plan adopts a two-pronged approach:

- First, the plan describes the communication strategies and processes Women Deliver will use for reporting its achievements and to raise awareness and understanding of gender equality and SRHR. The plan outlines how Women Deliver will leverage diverse communications channels and strategies, which will be customized based on the policy and advocacy context or window, to advance gender equality and the health and rights of girls and women.

- Second, the communication plan outlines an approach for profiling and making visible Danida's role as a critical investment partner for achieving gender equality and SRHR.

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Annex 1: Context analysis

The purpose of this Annex is to provide the context analysis relevant to the Danish support to Women Deliver for the period 2021 – 2023. It has been prepared in compliance with the template provided in the Danish Aid Management Guidelines. The objective of the context analysis is to provide an understanding of the dynamics and relations, which will impact the project implementation and results.

Marco-level analysis – Global pushback and the role of advocacy

i) During the past five years, **conservative pressure** globally have made advocacy and investments for the sexual and reproductive health and rights (SRHR) of girls and women, including safe abortion, increasingly difficult. Gender equality and SRHR are at risk; conservative pressure to roll back decades of progress, fueled by i**ncreasing opposition** to the rights of girls and women, continue to gain momentum This opposition coincides **with shifts in official development assistance funding**, including an increase in the total funding related to health, but decreasing funding for SRHR and gender quality (beyond funding for HIV). Meanwhile, **climate change** is intensifying global health challenges and gender equality as it increases the vulnerability of girls, women, health systems, communications, and nations.

The **COVID-19 pandemic** is also exacerbating gender equalities and threatens to erase decades of hard-won progress. The pandemic is also worsening effects of other ongoing crises and socio-demographic inequalities. Significant pressure on already **strained health systems** and services has further reduced access to SRHR, including maternal, HIV/Aids, newborn, and child health services. In addition, the pandemic is disproportionally impacting girls and women, as they are the majority of the frontline health and social workers, providing the majority of the unpaid care work, and the majority of these working in the informal sector with no social protection or safety-net. An increase in **sexual and gender-based violence, the rising of the reliance on women's unpaid care,** and a **reduction in access to education**, amongst another changes, is something the world is just beginning to understand. This makes the work of advocacy, with emphasis on gender equality and SRHR more urgent and timelier than ever.

ii) 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; and this can be seen through the **Women Deliver Conferences.** Denmark is a significant political player in the SRHR space and has recently demonstrated global leadership by co-hosting the 2019 Nairobi ICPD+25 Summit and by co-leading the Action Coalition on SRHR and Bodily Autonomy during the 2020-2021 celebration of the 25th anniversary of Beijing Declaration and Platform of Action. Denmark acknowledges that investing in collaboration, coalition building, and joining progressive voices requires skills, funding, and solid strategies. Within this vision Women Deliver provides valuable platforms for policy dialogues (policy windows), enhances evidence-driven arguments for the investment in

girls and women's SRHR. Women Deliver works 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. Women Deliver leverages an **evidence-based advocacy model,** which mostly recently has been seen in the launch of a new 17 country survey on gender equality "*Citizens Call for a Gender Equal World*" which assists policy-makers in helping to share commitments and policy, centered on advancing gender equality (and SRHR).

Thematic analysis – SRHR the bedrock of Gender Equality

Sexual, reproductive, and maternal health and rights **(SRHR)** - including access to and information about modern contraception, safe abortion and the right to exercise bodily autonomy - serves as the bedrock for gender equality. When a girl has the right to exercise choses relating to her own body, she is much more likely to hold the key to her own future. Applying a gender lens to universal health coverage and **health systems strengthening,** is critical, as it is foundational that systems, structures, and investments prioritize health and SRHR services for girls and women.

Evidence shows that women are key economic agents of change, and that economic empowerment of women is a key lever in combatting poverty, improving health, and leading to a more equal and sustainable world. As health and economic crises -- including **COVID-19**-- exacerbate inequalities, it is essential to deepen advocacy to advance women's economic rights and justice as a driver of gender equality. Advocating for policies and programs that protect and advance **women's economic rights and justice**, including social protection programmes and policies around unpaid care, parental leave policies, decent work, and equal pay are paramount. A focus on women's economic rights and justice is a means to advancing gender equality and SRHR and ensuring all girls and women full and equal enjoyment of all human rights.

As the effects of **climate change** are arguably the greatest and furthest-reaching crisis of the 21st century, it is imperative that all response, adaptation, and mitigation efforts uphold and promote the health and rights of girls and women. Women Deliver argues that championing the interlinkages between climate change, gender equality, and SRHR is essential going forward if we are to formulate policies and programmes that respond to these interlinking and interdependent challenges.

Program & project level analysis – Four levers of change

Women Deliver's new Strategic Plan outlines four levers of change towards key global and national policies, programs, practices, and frameworks, including the SDGs, to advance gender equality and SRHR: 1) Driving Investment and Policy Change, 2) Strengthening Capacity and Sharing Knowledge, 3) Connecting for Collective Action, and 4) Building and Using Evidence and the Investment Case. These four levers are central to how Women Deliver seeks to catalyze change at the global and at the country level. The "Championing Gender Equality, SRHR, and Girls and Women" project will focus the use of these levers that emphasize

meaningful impact at the country level. The levers will draw upon the Deliver for Good and Young Leaders programs, Evidence Based Advocacy, and the Women Deliver Conference, as well as other convenings for strengthening the capacity of advocates and ensuring meaningful participation and engagement.

- **Driving Investment and Policy Change** – by broadening the community of engaged champions to advance gender quality, promoting inclusive decision making, getting evidence and key messages into the hands of decision makers, directly advocating and advising decision-makers, contributes to stronger and more impactful policies, programs, and investments
- **Strengthening Capacity and Sharing Knowledge** – by strengthening advocacy capacity among gender equality and SRHR advocates to drive change in their communities and engaging them in a wider global network, connecting them directly to key influencers and decisions makers; strengthens advocacy asks, facilitates two-way learning, and increases capacity to take advantage of key policy windows
- **Connecting for Collective Action** – by amplifying the impact of convenings, connecting advocates to platforms where they can advocate directly with policy makers and decision makers, and engaging in networks and alliances – allows better mobilization around policy windows and increases the effectiveness of these efforts – including bringing voices that need to be heard and prioritized in policy and program conversations
- **Building and Using the Evidence and Investment Case** – by strengthening the evidence base and case for policy and programmatic solutions, leads to a strengthened investment case to advance gender equality and SRHR; ensuring evidence gets into the hands of decision makers and enables a greater push for commitments, investments, and better programs

Annex 2: Partner description: Women Deliver

1. Summary of stakeholder analysis

As a convener of the Global Conference for promotion of women' rights at the core of the organisation's mandate, Women Deliver stands out as an extraordinary organisation. The number of high-level officials and diversity of people attending the tri-annually global conferences makes the conferences unique; the organisation's ability to leverage on the respect and influence gained from the conferences to gain access at highest global and international level makes it a key global influencer. Women Deliver is widely recognized as a key player and advocate for gender equality and the health, rights, and wellbeing of girls and women.

Through a diverse network, WD is in a very good position to promote SRHR and influence diverse stakeholders, including private sector. It cooperates with a wide range of sector-players from UN-organisation to local NGO-networks in LMICs. As evidenced through a decade of impact, Women Deliver is an established leader in the gender equality and SRHR spaces, including in direct advocacy efforts with decision-makers and efforts to elevate the voices and capacities of other advocates. Women Deliver has spurred dozens of policy changes to advance gender equality and SRHR, strengthened the capacity of thousands of advocates, elevated the voices of young people and the voices of those most affected by the policies and practices we are working to change, and strengthened the investment case to advance gender equality. Women Deliver does this by working within and outside the established halls of power; by working in partnership and engaging potential champions of gender equality, including nontraditional sectors and actors; by producing strategic and accessible communications; and by creating spaces for meaningful and inclusive dialogue on gender equality and SRHR.

2. Criteria for selecting programme partner

The selection of WD as a partner and a recipient of Danish financial support from the Danish development budget is mainly based on: i) a long-standing working relationship with Women Deliver as an important alley for Denmark and an active partner in international fora for pursuing of Danish goals to achieve full gender equality and women and girls' 's right to decide over their own body; and ii) the uniqueness of the organization, being the actor in the sector with the convening power to bring international leaders and advocates to the table to rally for women and girls' rights.

Women Deliver has been a partner for Denmark since its inauguration in 2007, both as a partner in international dialogue and advocacy fora, as well as a recipient of financial support (a total of DKK 67.2 Million 2007 - 2020). During this period, Women Deliver has evolved from its initial profile as a convening platform to rally around the need to step up actions and commitments to address the high maternal mortality to be a NGO with a well-known brand as a global advocate and champion for gender equality and the health and rights of girls and women. During the period, Women Deliver has demonstrated its convening power in the tri-annual conference – Women Deliver Global Conference – which has developed into the organisations' signature event, drawing in thousands of participants (8008 in 2019 in Vancouver, 6000 in Copenhagen in 2016) including heads of state and local activists alike.

Beyond the Global Conferences, the organisation has been active and achieved results on issues such as 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. The financial contributions from Denmark has gone towards financing WD's Advocacy Academy, Young Leaders Program, Deliver for Good, advocacy to advance SRHR in the UHC Political Declaration in 2019, participating in policy dialogues on SRHR with UNFPA and other multilateral organization, and recent work with applying a gender lens to COVID-19 response and recovery, and work in supporting Generation Equality Forum. (See Annex 8 for a list of key results 2014 – 2020.

3. Brief presentation of Women Deliver

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. WD was established in 2007 as 'a movement' to create a platform to rally around the need to step up actions and commitments to address the high maternal mortality rate and its debut was the first Women Deliver global conference in 2007 (London in October 2007) to mark the 20th anniversary of the Safe Motherhood Initiative. Building on the success of the conference and realising that ongoing advocacy for maternal, sexual and reproductive health rights was needed, what had started in 2007 as an initiative was in 2009 formalised into an international not-for-profit organisation under US law. Over the past decade, Women Deliver has been working at the forefront of the gender equality and sexual and reproductive health and rights (SRHR) movement. While Women Deliver began as a 20th anniversary campaign for the neglected Safe Motherhood Initiative, with an exclusive focus on reproductive, maternal, and newborn health, they have evolved into an independent organization focusing on gender equality more broadly, while remaining strongly rooted in SRHR. The organization is a strong advocate and communicator, and an eminent convener, which has made its mark as a global advocacy organization working in new ways across sectors and issue areas to advance solutions and action on gender equality and SRHR.

The organisation's original mandate was to: *'to promote and advance maternal health as a core element of the global development agenda, serve as a global source of information for advocacy and action, develop and disseminate messages, tools, and other advocacy resources to support a broad community of stakeholders through meetings and conferences globally, regionally, and nationally, and through a dynamic and interactive web presence'*.

Anchored in sexual and reproductive health and rights (SRHR), WD advocates for the health and rights of girls and women across every aspect of their lives. Throughout all areas of its work, WD 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.

The Danida Review (2020) was critical on a number of administrative issues, but concluded that the organisation is relevant in the SRHR space and it acknowledges the importance of WD as a leading global advocate for gender equality within the area of SRHR. The review emphasizes that WD has proven an extraordinary convener and that with the Women Deliver Global Conference they have created a powerful platform for advocacy. This was also confirmed by WD's own formative evaluation in 2020, which confirmed WD's convening power and highlighted the important role of WD in terms of leveraging its access, networks, and high-level relationships.

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 improvement of women and girls' SRHR at its core, Women Deliver advocates with data-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 (8008 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 148 countries through their award-winning program, to strengthen their knowledge, skills, network, and resources to advocate for gender equality and SRHR. These young advocates have successfully influenced dozens of government and organizational policies, agendas, and strategies at the global and national levels. In 2016, WD 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. In 2019 – 2020 WD piloted its 'Humanitarian Advocates Program' to connect with women in crisis settings, working to support women-focused CSOs in Lebanon. Albeit the pilot phase deemed the Humanitarian Advocates Program relevant and ready to increase in scale, the organisational changes end 2020 has led WD to decide not to pursue a 'Humanitarian Advocates Programme' per se, but to incorporate elements of this into its main activities. While the humanitarian program is not prioritized in the next strategic period, the many positive lessons learned will be drawn upon when designing programs that engage and work at the country level.

Over the past 13 years, Women Deliver has sought to adapt to the challenges ahead and the evolution within the gender equality and SRHR space, building on a foundation of access to SRHR. This focus will remain central to WD's work within the upcoming strategic plan 2021-2025, 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 WD demonstrate the understanding that achieving SRHR is difficult without strong health systems, and when climate, health, crises are at play. WD 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, WD will concentrate its efforts on these three substantive pillars, signifying clearer focus, with SRHR serving as the entry point and connection for

demonstrating impact. In years one and two of the strategy's work-plan focus will be on SRHR and on advocating for a gender lens to health systems strengthening.

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 (known as the Generation Equality Forum, which was 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. For the initial Year 1-2 of the strategy period will WD plan to prioritize even closer. While the three substantive pillars still hold in recognition of intersections, the immediate focus and prioritization will be to look at policy windows and opportunities within **SRHR and health systems with a gender lens**. This includes looking at COVID response and recovery, and recognizing that in order to advance and achieve gender equality we must always work across diverse stakeholders and sectors.

Strengthening and Deepening Partnerships and Alliances – SRHR focused
Partnership is core throughout Women Deliver's Strategic Plan, across all levers of change, and in itself is an important pathway to how change occurs based on the Theory of Change.

Women Deliver recognizes that collective action has the potential to increase the effectiveness of advocacy asks, influence policies, programs, and practices, that lead to longer-term sustainability if owned and led by local actors. This includes aligning and supporting coalitions that are driven by local actors, creating strategies and suites of products for alliance and coalition members to leverage policy windows and collective action, providing strategic and technical support to diverse alliances and coalitions driven by CSOs from developing countries, and providing catalytic small grants to national country coalitions.

Women Deliver has engaged in over 40+ initiatives, partnerships, coalitions, taskforces and formal/informal advisory roles to further build bridges with other organizations and achieve a greater impact for gender equality globally, of which over 75% are focused on SRHR.

Some examples, people and organizations with whom Women Deliver collaborates on SRHR include the hundreds of Women Deliver Young Leaders, the Deliver for Good, UNFPA, WHO, HRP, UN Women, Equal Measures 2030, PMNCH, Women's Major Group, NGO CSW, Women's Rights Caucus, Alliance for Gender Equality and UHC, International Women's Health Coalition, Women in Global Health, Every Women Every Child, FEMNET, RESURJ, Frontline Health Workers Coalition, FP2020 (now FP2030), Global Financing Facility, World Bank, OECD, Merck for Mothers, Reproductive Health Supplies Coalition, ICFP, IPPF, IPPF WHR, The Global Institute for Women's Leadership at King's College, ICRW, International Gender Champions, Advocates for Youth, AFRIYAN, and the Adolescent Girls Investment Plan.

Organisation
With the registration as a not-for-profit organisation in 2009 under US law the organization established a formal governing structure as required, consisting of:

- Members and Board of Directors
- Chief Executive Officer, and

- Independent Audit Function

The Board of Directors currently consist of 5 Directors (the number can range from 3 to 9 members in total). Board of Directors serve on a voluntarily basis and do not receive compensation for their services. Significant development has taken place since the first Board was established in 2009, and further steps toward professionalization continues.

The business and affairs of WD is managed administered under the direction of the Board of Directors. The organization is led by the President who is the Chief Executive Officer of the organization and a member of the Board of Directors.

Funding overview

As a non-profit 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 was projected at US $11,500,000 of which $1,512,000 (or 14% was 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).

Denmarks contribution as a % of total Women Deliver Budget

		USD	
	2019	**2020***	**2021****
Danida Contribution	**2.209.023**	**1.512.022**	**1.000.000**
Total Women Deliver Budget	**19.540.980**	**10.730.000**	**5.000.000**
% of Total Budget (contributed by Danida)	***11%***	***14%***	***20%***

**Unaudited - estimate prepared as of 1/27/2021*
***Projection only - does not account for full conference expenses and conference fundraising; thus % contribution estimated to decrease over the 2021 year*

The Danish contribution in 2021 is estimated in January 2021 at 20% of the total budget; however, the projection does not reflect proposals for new funding in progress or planned for 2021. The projection is that the percentage of Danish funding relative to the total budget in 2021 will go down. As of January 2021, Women Deliver has partnership agreements with the following institutional and private sector funders: the Government of Canada, the Government of Switzerland, The Bill & Melinda Gates Foundation, Fondation Botnar, Novo Foundation, New Venture Fund, Children's Investment Fund Foundation, the Susan T. Buffet Foundation, P&G, and Unilever. Private sector funding in support of ongoing programmes complemented the governmental and private funds funding to the tune of $214,965 in 2020.

Funding for the 2019-conference included funding from more than 30 private foundations, private sector companies, and governments, including Governments of Australia, the UK, Sweden, Norway, Finland and France; foundations including MasterCard Foundation, Packard Foundation, William & Flora Hewlett Foundation, and Rockefeller Foundation.

With a new strategy in the final stages of development for 2021-2025, Women Deliver aims to expand current levels of funding by engaging with more than two dozen donors and securing new grants from government, private sector, and/or foundation donor prospects. Women Deliver will also launch efforts to develop individual giving as a complementary funding stream. While it is anticipated that the five-year strategy and program of work will be fully funded, WD has not as of yet been able to secure full funding for the entire period; hence WD will adapt a scenario approach to planning guided by the available funding. WD will prioritise core areas where funds are secure as a stage 1; and as funding grows, then action plans will be expanded to a stage 2; and later a stage 3, as the funding base grows. The 2021-2022 funding focus will also be on securing funding for the Global conference planned for in late 2022, not least to secure funding for enhanced participation and voices from LMICs.

Ongoing support from Denmark to Women Deliver will be a logical continuation of Danish engagement with Women Deliver and assist the organisation in strengthen work in the 'Deliver for Good' programme, which Demark has supported up until 2020. Further, with continued Danish engagement the organisation will be able to pursue activities, focusing on strengthening engagement with women's rights organizations from LMICs, young people, and marginalized advocates' participation in the global conferences, and thus strengthening their power on the global scene.

Developments in 2020

In June 2020, a number of former WD employees raised complaints on social media on the work environment of WD saying that they had experienced a toxic work environment, and Black former employees explicitly described how they felt tokenized, abused, and discriminated against during their time at WD. The Board of Directors and the Chief Executive Officer took the accusations very seriously. The CEO took leave of absence and made room for an independent investigation commissioned by the Board. While these complaints came in the middle of the global reckoning of racial justice (Black Live Matter movement), the testimonies and the findings from the independent investigations prompted WD Board of Directors and senior management to reflect on what the organisation was and wanted to be. It came as a shock to the organisation leading to self-assessment and reflections, that while WD had sought to advance the cause of gender equality, it had also caused harm to staff and advocates. The Board of Directors recognized that better systems and structures are needed to ensure that concerns are appropriately addressed before becoming problems. The key-findings from the investigation were that WD has undergone a period of rapid growth, during which its policies and practices lagged behind, which may have potentially left opportunity for bias in implementation, and the rapid growth had caused workplace culture too demanding, urgent, and with high-pressure.

Even before the investigation was completed, the interim leadership and staff at WD embarked on a process to become a more equitable, inclusive, and global organization that is better able to deliver on its mission into the future. The organization proactively examined over 140 recommendations and began to take action. A number of factors, including difficulties in signing contracts with funders to secure sufficient funding for 2021 (a result of both COVID-related funding constraints and the WD investigation), and a need for sufficient time to continue to meaningfully reform policies, practices, and structures to become a more diverse

and an anti-racist organization, led WD to take the decision to recalibrate. The recalibration includes reducing the size of the organization, restructuring operations, and focusing on core advocacy priorities, as well as a recruitment of a permanent new CEO and a leadership team that is more diverse. The organization will explore options for operating outside of North America to create a more global and diverse staff. Women Deliver will place greater emphasis on a stronger focus on designing and implementing their advocacy strategies in closer partnerships with women's rights organizations and advocacy organizations from around the world, including LMICs.

Summary of key partner features

The table below provides a brief presentation of key features of Women Deliver

Partner name *What is the name of the partner?*	Core business *What is the main business, interest and goal of the partner?*	Importance *How important is the programme for the partner's activity-level (Low, medium high)?*	Influence *How much influence does the partner have over the programme (low, medium, high)?*	Contribution *What will be the partner's main contribution?*	Capacity *What are the main issues emerging from the assessment of the partner's capacity?*	Exit strategy *What is the strategy for exiting the partnership?*
Women Deliver	'to promote and advance maternal health as a core element of the global development agenda, serve as a global source of information for advocacy and action, develop and disseminate messages, tools, and other advocacy resources to support a broad community of stakeholders through meetings and conferences globally, regionally, and nationally, and through a dynamic and interactive web presence'	*Medium to high:* *While Denmark is a minor contributor to the total annual budget for WD, the Danish support to WD is very important for two reasons:* *a) the Danish support focuses on advancing and increasing the Global South voice in SRHR and b) Denmark, as a governmental funder, is important for WD to maintain the wanted and needed diversity in the funding base.*	*High:* *The outputs specified in the agreement has been requested by WD and are directly congruent with WD's strategy.*	*Specific tailor-made training and capacity building of South-partners network and convening ability. Sharing of tools and research relevant for advocates in SRHR.* *Leverage of political support for advancing of the SRHR agenda.*	*Strength:* *Convening Power – unique ability to bring together diverse global and local stakeholders across regions, generations, and sectors to share best practices and connect for collective action.* *Meaningful youth engagement – recognized for engaging young people by providing platforms, amplifying voices, and strengthen their capacity.* *Strong communications, evidenced based advocacy, and focus on the investment case – skilled at crafting compelling, solutions and action-oriented communication* *Weaknesses:* *Financial and reputational challenges associated with the investigation; requires building back access and influence.* *Dependency in 2021 on a small pool of donors.* *Opportunities:* *Ability to use key policy windows to advocate for GE/SRHR including GEF, UNGA, and WD2022.*	*No special requirements after end of contract*

					Threats: *Prevailing policy agenda may continue to be crisis focused, for examples COVID-19, which causes reprioritizing of decision makers' investments and policies (and ultimately affects policies related to and funding available for GE/SRHR.*	

WOMEN DELIVER GLOBAL THEORY OF CHANGE

GOAL

Girls and women fully enjoy gender equality and rights, including SRHR

Implementation of progressive policies, programs, practices, and frameworks improves girls and women's health and rights, including SRHR

Transformative policies, programs, practices, and frameworks benefit *all* girls and women

Sufficient resource allocation available for implementation at scale

ULTIMATE OUTCOME

Key global, regional, and national policies, programs, practices, and frameworks, including the SDGs, advance gender equality and SRHR

Increased and sufficient funding for gender equality (incl. for advocates, women's groups, and organizations) will advance action on gender equality

Creating a more coherent base for gender equality and SRHR – and using the SDGs as a common framework – enables a shared understanding of the problems and solutions for gender equality and SRHR and leads to the effective translation of political commitments into action

Advocacy that uses evidence and creates, recognizes, and responds to policy windows translates political commitments into action

Success is most likely when all three components (problems, policies, and politics) come together during a policy window

The SDGs are an effective framework for developing a shared problem definition and solutions to those problems (and not having this is a problem)

Using soft power, coupled with the voice of rights-bearers, encourages decision makers to be accountable to their commitments and ensure those commitments translate into action

Advocacy influences policies and programs to be more gender transformative and the problem is that currently advocacy is not as effective as it could be

A broader more coordinated base of support increases public will, and brings more unlikely allies into the movement for gender equality and SRHR

A broader more coordinated base of support leads to more holistic, multi-sectoral programming for girls and women, which is more effective

Policies and related actions become more effective due to the participatory engagement of girls and women in the policymaking process

Donors and in-country decision-makers will support multi-sectoral gender equality programming

Advocates can couple policy streams when a policy window opens

Alliances are more effective than individual (organizational) efforts that are siloed/fractured

There is not a broad and diverse enough base calling for gender equality and SRHR which makes it easy to ignore

Influence in one policy area does not necessarily confer influence in others and to achieve gender equality and SRHR cross-sectoral work is required, including working with those not typically engaged in gender equality and SRHR efforts

The underlying factors of gender inequality are rooted in various sectors and are so complex that they require the concerted efforts and focused attention of an alliance of actors with the same core policy beliefs working across various sectors and issues

The SDGs are an effective framework for developing a shared problem definition and solutions to those problems (and not having this is a problem)

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

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

When those directly affected by the problems work in alliance with others working to advance gender equality, they are more effective

KEY

- **Driving Investments and Policy Change** — Results Statement; Causal Mechanism; Assumption
- **Strengthen Capacity and Share Knowledge** — Results Statement; Causal Mechanism; Assumption
- **Connect for Collective Action** — Results Statement; Causal Mechanism; Assumption
- **Build and Use Evidence and the Investment Case** — Results Statement; Causal Mechanism; Assumption

INTERMEDIATE OUTCOME

1 Improved policies and programs for gender equality and SRHR

Strong evidence and a clear investment case are effectively used by influencers and advocates, including Women Deliver, as tools to influence policy, programs, practices, and investments

Effective communication and dissemination of a strong evidence and investment case for gender equality and SRHR leads to shifts in awareness, beliefs, and mindsets of actors who have not fully considered or prioritized gender equality and SRHR in the past

Effective communication of a strong evidence and investment case for gender equality leads to shifts in awareness, beliefs, and mindsets of decision-makers and increases their political will (i.e., ability to make commitments that will result in greater gender equality) leading to changes in their political discourse

2 Increased financial and political commitments for advancing gender equality and SRHR

The problem is that decision-makers do not always have access to a compelling, effective, and sound investment case for investing in girls and women at the right time to align with policy windows. When they see the importance and power of gender equality — coupled with the investment case — this will increase their political will (and will decrease the "pull" of competing priorities)

The way a problem is defined – and if coupled with calls to action and solutions makes a difference as to whether or where the problem is placed on the agenda (issue salience). Problem definition also has a value of emotional component; values and beliefs guide decisions about which conditions are perceived as problems. Advocates and influencers have access to decision-makers to be able to share the evidence

Many policies and programs are gender blind. Policy options are technically feasible and consistent with policy maker and public mindsets and there is space for reformers to exercise power. Soft power is needed to effectively communicate the investment case, the calls to action, and solutions. Women Deliver has the track-record, relationships, and the necessary time to deepen these relationships

There is enough time to build trust with a decision-maker within a policy window. Use of soft power will lead to increased trust

Effective communication of the calls to action and the solutions lead to shifts in awareness, beliefs, mind-sets of decision-makers and increases their political will and propensity to act.

Increased opportunities to provide advice and use soft power

Increased trust in advice given to key decision-makers and influencers from Women Deliver

3 Broader, more coordinated, and coherent base of allies for gender equality and SRHR

Advocates and advocacy groups, forge partnerships, trust each other, and communicate effectively

Rights-holders mobilize and organize to create effectively advocacy campaigns and messages

Stronger and more inclusive partnerships and alliances for collective action effectively influence key decision-makers

Diverse groups can operate effectively and efficiently when bound by shared core beliefs around policies

Advocates and advocacy groups working with others through alliances, can enhance the voice and impact of advocacy work. Alliances are more effective than individual organizational efforts that tend to be siloed/fractured

Advocates in the gender equality space lack coherence

Alliance building (nationally, regionally, and globally) is integral to advancing and sustaining gender equality and SRHR advocacy and influencing efforts (i.e., there is "strength in numbers")

Fostering strategic relationships with "friendly" decision-makers will also increase the impact of advocacy and influencing efforts

4 Bold and ambitious convening efforts and collective action for gender equality and SRHR

Convenings for gender equality and SRHR galvanize stakeholders with a shared vision

Convenings will catalyze conversations with stakeholders from around the world to dive deeper into the barriers, challenges, and opportunities to address global gender inequalities and SRHR, and develop strategies for collectively overcoming these hurdles

Young people and women in all of their rich diversity use platforms, tools, knowledge, skills, ability, and the power of their unique lived experiences to make their case to policymakers, decision-makers, and funders to advance gender equality and SRHR

Increased recognition by decision-makers of the benefit of including those affected by policies in the decision-making process

Platforms/fora are not inclusive of diverse stakeholder voices

Organizing efforts need to reflect the experience, unique knowledge, expertise, and aspirations of the people directly affected by the problem, such as youth and those affected by intersecting forms of discrimination

Decision-makers do not currently recognize the importance of hearing directly from those affected by the problem

Diverse groups can operate effectively and efficiently when bound by shared core beliefs around policies

Convenings connect human, financial, and physical capital towards better outcomes for gender equality and SRHR

Convenings will build momentum for pilots, partnerships, and projects to advance gender equality and SRHR

5 More effective advocacy for gender equality and SRHR

Young people and women in all of their rich diversity use platforms, tools, knowledge, skills, ability, and the power of their unique lived experiences to make their case to policymakers, decision-makers and funders to advance gender equality and SRHR

Increased recognition by decision-makers of the benefit of including those affected by policies in the decision-making process

Stronger and more inclusive partnerships and alliances for collective action effectively influence key decision-makers

Advocates and advocacy groups articulate policy positions and campaign messages tailored for different target groups. Advocacy groups develop different messaging depending on whether they are targeting decision makers, rights holders, media or the public

Platforms/fora are not inclusive of diverse stakeholder voices

Organizing efforts need to reflect the experience, unique knowledge, expertise, and aspirations of the people directly affected by the problem, such as youth and girls and women

Decision-makers do not currently recognize the importance of hearing directly from those affected by the problem

Diverse groups can operate effectively and efficiently when bound by shared core beliefs around policies. Alliances are more effective than individual organizational efforts that are siloed/fractured

Advocates in the gender equality and SRHR space lack coherence

IMMEDIATE OUTCOME

1 Strengthened evidence base and investment case for gender equality and SRHR

Output 1.1
Strategic case for investing in critical data gaps developed and disseminated

Group Formation
By developing effective messaging on the importance of filling key intersectional data gaps and delivering this messaging to key donor government, multilateral, and private sector decision makers through the provision of technical and strategic advice, this will result in a strengthened evidence base and investment case for policy and programmatic solutions for gender equality and SRHR.

Output 1.2
Strategic collaborations to strengthen the evidence base established

Stakeholder Organizing
By organizing advocates around an evidence base and specific themes, advocates, including those in LMIC, are able to collaborate to produce targeted reports and briefings that reflect the lived realities of different constituencies of girls and women and provide a compelling and an actionable case for decision-makers. This will help strengthen the evidence base and investment case for policy and programmatic solutions for gender equality and SRHR.

Output 1.3
Suite of tools created on meaningful engagement of advocates and their organizations including infographics (e.g., checklist, guidance, criteria, case studies, and fact sheets)

Messaging & Frameworks
By building the evidence and investment case for gender equality and SRHR we will address the need for reliable, contextually grounded data, and evidence to inform appropriate response to gender equality and SRHR barriers and issues.

Output 1.4
User-friendly products that present the investment case for advocates and public and private decision-makers developed

Stakeholder Organizing
By developing and sharing evidence that is consumable by diverse audiences, through the creation of user-friendly products, users will be better able to target audiences with focused messaging, strengthening the investment case for gender equality and SRHR.

Media Influence
By formulating compelling message that combine quantitative "hard" facts with compelling qualitative human stories of change, advocates and influencers are better positioned to leverage media influence to promote broader public discourse on gender equality and SRHR.

2 Strengthened and deepened relationships with key decision-makers and influencers

Output 2.1
Advice and recommendations for private sector and donor governments/ multilaterals provided

Messaging & Frameworks
By developing effective messages based on political and policy analysis around gender equality and SRHR issues and delivering this through technical and strategic advice, Women Deliver will ensure that donor governments, multilaterals, and private sector players feel knowledgeable in the development of policies and recognize the value of engaging girls and women in the decision-making process, thus strengthening and deepening Women Deliver's relationships with key decision-makers and influencers.

Group Formation
Creating opportunities for connection and dialogue amongst advocates, alliances, and advocacy organizations with decision-makers and leaders, offers a means to influence those who hold decision-making power. Such relationships can help persuade decisionmakers and leaders take ownership of gender equality and SRHR ideas, evidence, and proposals, and subsequently act upon them.

Output 2.2
Achievements, progress, and commitments amplified

Media Influence
By establishing a range of mechanisms to amplify achievements, progress, and commitments, Women Deliver will ensure that donor governments, multilaterals, the private sector, and other decision-makers are better incentivized to maintain gender equality and SRHR in their priorities while also strengthening and deepening Women Deliver's relationship with them.

3 Strengthened partnerships and alliances for collective action on gender equality and SRHR

Output 3.1
Strategies and a suite of products developed for advocacy alliances or organizations to leverage policy windows and drive collective action

Stakeholder Organizing
By organizing organizations around key issues through the development of a set of shared agendas and communications products, Women Deliver will facilitate opportunities to help advocates, alliances, and organizations become more coordinated and coherent in order to help strengthen partnerships and alliances for collective action.

Output 3.2
Diverse alliances and partnerships driven by local CSOs supported

Group Formation
By actively aligning with and supporting alliances and partnerships driven by local actors and crowding in a more diverse and influential set of actors, greater inclusivity and shared sense of purpose will be fostered, thus strengthening the potential for local and global collective action.

4 Strengthened opportunities for capacity and knowledge sharing amongst individual advocates, advocacy organizations, and alliances to advance gender equality and SRHR

Output 4.1
Renewed and unified digital training and resource platform for advocates, advocacy organizations, and media launched

Stakeholder Organizing
By organizing individuals around gender equality and SRHR issues through peer learning, coaching, mentorship and by offering resources and opportunities for knowledge and capacity exchanges, Women Deliver will ensure that the needs of advocates, and advocacy organizations are being met such that they more effectively able to advocate for gender equality and SRHR issues in their communities.

Output 4.2
Targeted and customized training, coaching, mentorship, and financial support to use advocacy resources delivered

Stakeholder Organizing
By building the ability of advocates – including Young Leaders – through training, coaching, mentorship, and funding, advocates will be able to take advantage of key policy windows to effectively pursue change and increase their influence, therefore strengthening their advocacy impact in the communities where they live.

Output 4.3
Agendas and approaches for different policy windows with individual advocates and organizational advocates co-created

Group Formation
By co-creating agendas and approaches, advocates will put learning to use and become more meaningfully engaged in policy windows, increasing their ability to influence and their visibility.

5 Convene and facilitate global, regional, and national actors for gender equality and SRHR

Output 5.1
Convenings for gender equality and SRHR facilitated amongst advocates, leaders, and decision-makers

Group Formation
By fostering global conversations on gender equality and SRHR, stakeholders will dive deeper into the barriers, challenges, and opportunities to address gender inequalities, inequities and SRHR and leverage opportunities for pilots, partnerships, and projects to advance gender equality and SRHR.

Output 5.2
Diverse public and private sector actors convened around key policy windows

Group Formation
By convening a diverse group of public and private sector actors around a core value, Women Deliver will increase agreement around solutions to advance gender equality and SRHR, leading to greater cohesion which strengthens partnerships and alliances for collective action on gender equality and SRHR.

Output 5.3
Gender equality advocates, alliances, and organizations supported to access gender equality and SRHR convenings

Stakeholder Organizing
Supporting gender equality advocates, alliances, and organizations to access gender equality and SRHR convenings emphasizes "nothing about us without us" and helps shift power to those communities and people affected by the issues and problems.

Output 5.4
Increased access of individuals and organizations to platforms where they can exercise influence

Stakeholder Organizing
Facilitating advocates' connections and relationships with decision-makers, influential leaders, and other key audiences helps foster advocates' agency, leadership, and control over the decisions affecting their lives and communities.

OUTPUTS & TACTICAL THEORIES

WOMEN DELIVER

GLOBAL THEORY OF CHANGE NARRATIVE

January 2021

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Introduction

Women Deliver's Theory of Change (ToC) is fully aligned with our 2021 – 2025 Strategy, articulating how we will actualize the changes that underpin it. Developed in a participatory manner and across functional teams and levels, this living theory of change reflects our understanding that:

Context is critical and successful advocacy acknowledges this. Advocacy should be tailored to reflect rigorous analysis of the particular factors that lead to the marginalization and exclusion of girls and women in specific contexts.

Holistic and multi-sectoral approaches are more likely to be impactful. Coordinated advocacy efforts operating at multiple levels, across sectors, over time, and with partners are more likely to have greater impact on advancing gender equality and SRHR and creating gender-transformative change.

Gender equality can be best achieved by working simultaneously within and against established institutions. Achievement of gender equality and SRHR requires leveraging access to decision-making spaces, strategically wielding evidence to influence those in these spaces, using power to open up (and transform) these spaces to make them more inclusive, and forging stronger and more powerful alliances with those in the wider movements for gender equality and rights, including feminist organizations at the country level.

Shifting discriminatory gender and social nor0ms will only occur through processes of significant social change. Gender-transformative change requires dismantling structures of oppression at multiple levels and partnerships with women's rights organizations and movements, bringing in and partnering with, a wider community of engaged champions.

An intersectional approach is critical for gender-transformative change, as such an approach takes into account how race, class, and gender identities create overlapping, intersecting, and interdependent systems of discrimination and oppression.

Women Deliver believes that long-term programs (not short-term projects) are necessary to advance and ultimately achieve gender equality and sexual and reproductive health and rights for all girls and women. Policy influence and advocacy are integral components of Women Deliver's ToC. Our ToC further places significant importance on understanding context and modifying our strategies such that they are context-sensitive and context-relevant. Our strategies and approaches must consider the economic, social, and political context by which they are bounded. In particular, political contexts intertwine significantly with how rights-based approaches are implemented. Advancing gender equality and SRHR demands political support. While governments may be motivated by public health arguments and evidence to strengthen sexual and reproductive health, public health evidence alone is insufficient to compel governments to take specific actions to fulfill their human rights obligations related to sexuality and reproduction. Policy influencing and advocacy are essential for galvanizing political will towards gender-transformative change. How our policy influencing and advocacy strategies are implemented, at the global, regional, and national levels, is ineluctably influenced by the context in which they are embedded.

In our approach to advocacy, we recognize that initiatives are complex and unpredictable, involving many players, and that gender equality is influenced by factors which are often beyond the control of any one organization. Advocacy is a long-term game, requiring strategic and sustained action in order to realize systemic change and impact. In practice, this means that Women Deliver needs a Global Theory of Change that articulates our goal, and

the pathways to achieving it. We also need to be able to pivot quickly to respond to fluid policy opportunities as they arise and to accelerate change—requiring tactical theories that can be deployed. This unique approach – integrating a number of tactical theories within an overarching global theory of change – will enable us to "activate" the Global Theory of Change, examine progress in real-time, reflect on whether activities are producing desired results, adapt and adjust the tactics we deploy in a given context, and evolve our strategy based on learning. This responsive learning requires a "living" theory of change. What follows is a brief description of our overarching global theory and the tactical theories we will deploy to bring about change for girls and women.

Women Deliver's work falls into three broad areas: sexual and reproductive health and rights and health systems strengthening, women's economic rights and justice, and climate action. Women Deliver has a particular focus on SRHR, which is a foundational area and cross-cutting theme that runs through all of our work. Women Deliver purposefully leverages policy influencing and advocacy to advance universal access to health care, including reproductive health care, family planning, and sexual health and rights. Our focus on health systems strengthening is motivated by our desire to ensure that quality health services are delivered in a timely and confidential manner that ensures dignity and respect, and that health systems are responsive to the needs of underserved and marginalized groups. Our efforts will focus on ensuring that the underserved, especially girls and women, have equitable access to essential health services.

Most pressing sexual and reproductive health and wellbeing challenges cannot be solved without addressing their underlying determinants, many of which lie beyond the health sector. To this end, our organization engages policy makers and policy influencers and adopts a multi-sectoral approach to strengthen the response to SRHR challenges in lower-and-middle-income country contexts. We recognize that sexual and reproductive health and rights are intimately intertwined with economic rights and justice. Moreover, the SRHR of girls and women are being eroded in the face of climate change. The widespread and unprecedented impacts of climate change are already disproportionately burdening the most vulnerable and marginalized groups, magnifying existing and overlapping inequalities. Our approach to advancing gender equality and SRHR is thus intentionally multisectoral.

The ToC is an overarching theory illustrating the avenues Women Deliver leverages to advance the policy and advocacy efforts of its partners engaged in championing gender equality and SRHR, how stakeholders are creating change, how dynamics of gender-transformative change can be further supported, and the roles that different actors can play to create broader, transformational change. It is important to bear in mind that this is a theory: it is envisaged that this ToC will continue to be modified and improved as we learn more about how best to support advocates, alliances, and organizations engaged in advancing gender equality and SRHR in a rapidly changing world.

Women Deliver's Global Theory of Change (ToC) has three primary aims. These are:

1. **Communicating to donors, allies, and "the field" at large.** The Global ToC provides a simple, coherent, "at a glance" visual and narrative summary of how Women Deliver works to achieve gender equality and rights for girls and women.
2. **Providing a "road map" for Women Deliver staff and partners.** The Global ToC articulates a detailed "road map" for how outputs and immediate outcomes achieved through Women Deliver's work contribute to intermediate outcomes, and how these intermediate outcomes contribute to the ultimate outcome. It identifies causal mechanisms and assumptions so that staff and partners understand how their own work contributes to the changes that we are seeking, and prepares us to work purposively with partners, as many outcomes we have envisioned will be most effectively achieved in partnership.
3. **Ensuring donor accountability & guiding internal Monitoring, Evaluation, and Learning (MEL).** The Global ToC guides us to build out our MEL systems, identifying clear metrics for assessing our contribution to change; enabling the organization to learn, course correct, and make responsive, well-evidenced decisions;

increasing accountability to donors; and supporting the future evaluation of the new 5-year strategic framework.

The Global ToC is supported by a number of associated tactical theories that articulate how outputs will be delivered and how these outputs will contribute towards the achievement of immediate outcomes. The tactical theories are presented in Section III, where this innovative approach shows how Women Deliver sees the "activation" of the ToC through various advocacy tactics. In Section II we focus on the content of the Global ToC. The following Section I discusses our "evidence-based advocacy model", which is articulated in more detail in the Global Theory and the tactical theories.

Section I: Women Deliver's Model of Advocacy

Women Deliver's primary approach to impactful advocacy is to identify and leverage policy opportunities, or "policy windows".[1] A policy windows theory posits that policy can be changed during a window of opportunity when advocates can successfully connect two or more components of the policy process (e.g. the way a problem is defined, the policy solution to the problem, and/or the political climate of their issue). In addition to this primary theory, Women Deliver also believes that policy windows can most effectively be used – and created – to advance gender equality and rights through coordinated activity among a range of individuals or organizations with the same core policy beliefs (referred to as "coalition theory"[2]), and by working directly with those with power to make decisions or influence decision making (referred to as "power politics theory"[3]). This creation of policy windows includes the Women Deliver Conference, which, moving forward, will be designed more purposefully as a policy window in its own right. While using a "policy windows" approach to advocacy and policy change efforts is not new, Women Deliver's more hybrid model, deliberately combines policy windows with coalition theory and power politics theory, and articulating this in detail in a global theory of change.

Delivering on this hybrid model of change is well suited to Women Deliver for four key reasons:
1. Women Deliver has strong relationships with key global decision-makers (including bilateral, multilateral, and private sector organizations) and with country governments who have influence over policies affecting girls and women. By effectively connecting local advocates to global, regional, and national policymakers and decision-makers, we have established ourselves as a credible advisor to decision-makers and influential stakeholders on meaningful and impactful policy and programmatic investments in gender equality. This access and influence are key to both creating and capitalizing on policy windows.

2. Women Deliver has an extensive network of partners and allies with whom we share similar policy change aspirations. We bring diverse stakeholders together to champion and advance gender equality working as a bridge builder; making connections across sectors, issues, generations, and geographies and among diverse actors – with a particular focus on bringing country-level advocates' perspectives to bear on a global stage – to learn from one another, coordinate, and collaborate for more effective, holistic joint advocacy and programming. We can support and leverage these connections in a range of ways: through global, regional, and national convenings (e.g, Women Deliver's Global Conferences, in-country workshops and events, as well as participation in other key fora); through dedicated capacity strengthening and elevation of national, regional, and global advocates in decision-making

[1] The Policy Windows theory is John Kingdon's classic theory of agenda-setting attempts to clarify why some issues get attention in the policy process and others do not. He identified three "streams" related to the policy system:
1. Problems: The way social conditions become defined as "a problem" to policy makers, including the problem's attributes, its status, the degree of social consciousness of the issue, and whether the problem is perceived as solvable with clear alternatives.
2. Policies: The ideas generated to address problems.
3. Politics: Political factors, including the "national mood" (e.g., appetite for "big government"), campaigns by interest groups and advocates, and changes in elected officials.
See: Stachowiak, 2013

[2] Developed by Paul Sabatier and Hank Jenkins-Smith (see Stachowiak, 2013)

[3] Also known as "power elites" or "political elites", this is a well-established socio-ecological theory (see Stachowiak, 2013)

spaces; and through campaigns. These are also modalities through which Women Deliver and our partners and allies can create policy windows or leverage coalition theory for collective action.

3. Women Deliver has the capacity to create, identify, and act on policy windows. In addition to our relationships and expansive network, we have a staff complement with a diverse skill set and an organizational culture that enables rapid response when a policy window opens unexpectedly. Women Deliver has created policy windows in the past through its signature convening, The Conference, and will continue to do so through The Conference and other convenings moving forward.

4. Women Deliver has a nimbleness. Not all policy windows are unexpected, and we will leverage our ability to proactively scan the landscape of opportunity and identify emerging political opportunities, which means that we can prepare well – including through building relationships with decision makers and key constituencies; acting as the connective tissue between country-level advocates and partners in multilateral organizations, government representatives at the global level, and the private sector; and developing evidence-based communications for policy windows that will open in the longer-term.

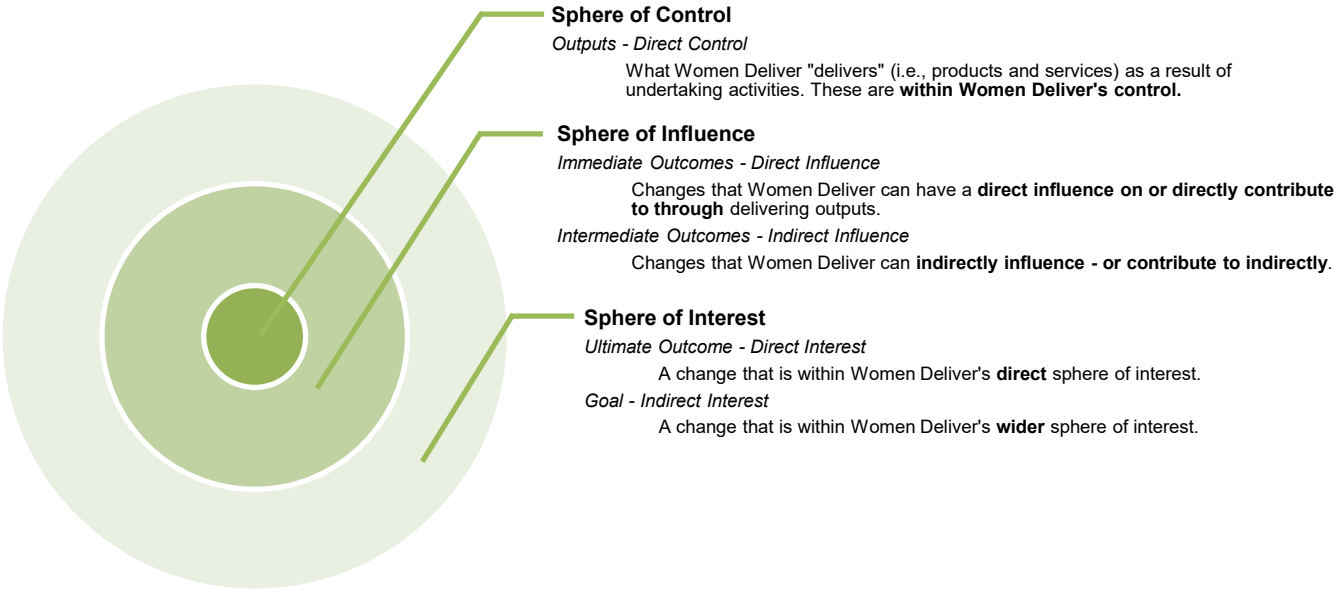
All of these strengths collectively enable Women Deliver to address multiple streams of work simultaneously, leveraging the strengths of each to contribute to the ultimate goal of girls' and women's full enjoyment of gender equality and rights, including SRHR.

Section II: Women Deliver's Global Theory of Change

Women Deliver's Long-term Goal

Women Deliver's long-term goal is for girls and women to fully enjoy gender equality and rights, including SRHR. When we say girls and women, it is inclusive of transgender girls and women – and all trans individuals – as well as lesbian, bisexual, and queer girls and women, and gender nonconforming people. When we say gender equality, we are referring to equal access to power, dignity, justice, rights, health, and opportunities for all persons, particularly girls and women in all their diverse sexual orientation, gender identity and/or expression, and sex characteristics (SOGIESC+) identities.

In order for this goal to be achieved, we believe that progressive policies, programs, practices, and frameworks aimed at improving girls' and women's health, wellbeing, and rights, need to be fully implemented in partnership with organizations and individuals across the international development community. We acknowledge and celebrate the wide range of actors who share our pursuit of gender equality and rights, including SRHR, for girls and women; it is only in partnership – as a result of the contributions of many – that this goal will be realized. Critical assumptions at the goal level are that policies, programs, and frameworks need to both benefit *all* girls and women, including the most marginalized and disadvantaged, and need to be fully resourced for implementation at scale. It is important to note that this long-term goal is within Women Deliver's *sphere of interest,* noting that it is well-beyond our control or even influence. The graphic below details these various levels of change, with the ultimate outcome being the starting point for evaluating our success in *contribution* to this long-term goal which we recognize involves many actors and factors to its achievement and is likely to be a much longer-term horizon. In pursuit of the ultimate outcome, we will work within our *spheres of control and influence* to create measurable change in areas which are within our control and influence; in doing so, we contribute to the realization of outcomes and goals which lay beyond our control.



This ToC acknowledges that different types of changes take different time periods to be achieved, with social change and changes to gender norms, including behaviors and practices, taking longer. Gender-transformative change is a gradual and complex journey. As a result, the ToC intentionally considers the short (labelled "immediate"), medium (labelled "intermediate"), and long-term outcomes (labelled "ultimate") that need to be realized over multiple time horizons. Moreover, the ToC assumes that a holistic approach is more likely to have greater impact: coordinated interventions operating at multiple levels, across sectors and over multiple time-frames are more likely to address the various aspects of, and therefore have greater impact on, gender equality and SRHR.

Different types of changes take different time periods to be achieved, with social change and changes to social norms (including behaviours and practices) taking longer. It is therefore helpful to plan interventions over multiple time-frames. While short-term changes at the immediate outcome level may signal some success, it is important to consider whether initially promising results can be sustained over time without longer-term planning and investment. Many of our intermediate outcomes, and our ultimate outcome, cannot be achieved in the short to medium term, but rather require long-term commitment as they target complex social change and transforming gendered power relations and norms.

Ultimate outcome

In line with the long-term goal, WD's ultimate outcome is, "**key global, regional, and national policies, programs, practices, and frameworks, including the SDGs, advance gender equality and SRHR**". Women Deliver believes that this ultimate outcome can be achieved through the following **causal mechanisms and assumptions (defined to the right),** noting this applies across multiple levels whether global, regional, or national.

Causal mechanism: description of our beliefs about how a change will happen; specifically, who or what needs to change and in what way in order for one result to ladder up to another result, e.g. an output to an outcome. Causal mechanisms need to "fire" or become triggered by an intervention. Causal mechanisms are often the hidden phenomenon that lie between the output and the outcome.
Assumption: Why we believe that a change will happen, e.g. why we believe that outputs will lead to immediate outcomes, or immediate outcomes to intermediate outcomes. Assumptions needs to "hold" for this to happen.

The table below illustrates the relationship between the ultimate outcome and the conditions of its realization. In order to achieve the ultimate outcome, several *causal mechanisms* – each describing who, or what, needs to change in order to achieve change – must be activated. How does behaviour in decision-makers and leaders produce gender-transformative change? What are the causal mechanisms governing this behaviour? Equally, we have made *assumptions* about each casual mechanism, which describe *why* a causal mechanism will lead to the achievement of the ultimate outcome. For example, *if* "the SDGs are an effective framework for developing a shared problem definition and solutions to those problems," *then* "creating a more coherent base for gender equality and using the SDGs as a common framework enables a shared understanding of the problems and solutions for gender equality and leads to the effective translation of political commitments into action," and ultimately contributing to the realization of "key global, regional, and national policies, programs, practices, and frameworks, including the SDGs, [which] advance gender equality".

Ultimate Outcome	Causal Mechanisms	Assumptions
Key global, regional, and national policies, programs, practices, and frameworks, including the SDGs, advance gender equality and SRHR	Increased and sufficient funding for gender equality (incl. for advocates, women's groups, and organizations) will advance action on gender equality	▪ Success is most likely when all three components (problems, policies, and politics) come together during a policy window
	Creating a more coherent base for gender equality and SRHR – and using the SDGs as a common framework – enables a shared understanding of the problems and solutions for gender equality and SRHR and leads to the effective translation of political commitments into action	▪ The SDGs are an effective framework for developing a shared problem definition and solutions to those problems (and not having this is a problem)
	Advocacy that uses evidence and creates, recognizes, and responds to policy windows translates political commitments into action	▪ Using soft power, coupled with the voice of rights-bearers, encourages decision makers to be accountable to their commitments and ensure those commitments translate into action ▪ Advocacy influences policies and programs to be more gender transformative and the problem is that currently advocacy is not as effective as it could be
	A broader more coordinated base of support increases public will, and brings more unlikely allies into the movement for gender equality and SRHR	▪ Donors and in-country decision-makers will support multi-sectoral gender equality programming ▪ Alliances are more effective than individual (organizational) efforts that are siloed/fractured ▪ Advocates can couple policy streams when a policy window opens
	A broader more coordinated base of support leads to more holistic, multi-sectoral programming for girls and women, which is more effective	▪ There is not a broad and diverse enough base calling for gender equality and SRHR which makes it easy to ignore ▪ The underlying factors of gender inequality are rooted in various sectors and are so complex that they require the concerted efforts and focused attention of an alliance of actors with the same core policy beliefs working across various sectors and issues ▪ Influence in one policy area does not necessarily confer influence in others and to achieve gender equality and SRHR cross-sectoral work is required, including

		working with those not typically engaged in gender equality and SRHR efforts ▪ The SDGs are an effective framework for developing a shared problem definition and solutions to those problems (and not having this is a problem)
	Policies and related actions become more effective due to the participatory engagement of girls and women in the policymaking process	▪ 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 ▪ 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 ▪ When those directly affected by the problems work in alliance with others working to advance gender equality, they are more effective

Intermediate outcomes

Women Deliver's ToC posits that there are five intermediate outcomes that are necessary in order for us to make a clear and significant contribution to the achievement of the ultimate outcome. These are:

1. Improved policies and programs for gender equality and SRHR,
2. Increased financial and political commitments for advancing gender equality and SRHR,
3. Broader, more coordinated, and coherent base of allies for gender equality and SRHR,
4. Bold and ambitious convening efforts and collective action for gender equality and SRHR, and
5. More effective advocacy for gender equality and SRHR

Each intended intermediate outcome is accompanied by a set of causal mechanisms, which describe Women Deliver's beliefs about how changes will be achieved, and assumptions that describe why Women Deliver holds these beliefs. These are captured in the below table.

1. More effective advocacy for gender equality and SRHR

Intermediate Outcomes	Causal Mechanisms	Assumptions
Intermediate Outcome 1: Improved policies and programs for gender equality and SRHR	▪ Strong evidence and a clear investment case are effectively used by influencers and advocates, including Women	▪ The problem is that decision-makers do not always have access to a compelling, effective, and sound investment case for investing in girls and women at the right

Intermediate Outcome 2: Increased financial and political commitments for advancing gender equality and SRHR	Deliver, as tools to influence policy, programs, practices, and investments ▪ Effective communication and dissemination of a strong evidence and investment case for gender equality and SRHR leads to shifts in awareness, beliefs, and mindsets of actors who have not fully considered or prioritized gender equality and SRHR in the past ▪ Effective communication of a strong evidence and investment case for gender equality leads to shifts in awareness, beliefs, and mindsets of decision-makers and increases their political will (i.e., ability to make commitments that will result in greater gender equality) leading to changes in their political discourse ▪ Effective communication of the calls to action and the solutions lead to shifts in awareness, beliefs, mind-sets of decision-makers and increases their political will and propensity to act. ▪ Increased opportunities to provide advice and use soft power ▪ Increased trust in advice given to key decision makers and influencers from Women Deliver	time to align with policy windows. When they see the importance and power of gender equality – coupled with the investment case – this will increase their political will (and will decrease the "pull" of competing priorities) ▪ The way a problem is defined – and if coupled with calls to action and solutions makes a difference as to whether or where the problem is placed on the agenda (issue salience). Problem definition also has a value of emotional component; values and beliefs guide decisions about which conditions are perceived as problems. Advocates and influencers have access to decision-makers to be able to share the evidence ▪ Many policies and programs are gender blind. Policy options are technically feasible and consistent with policy maker and public mindsets and there is space for reformers to exercise power. Soft power is needed to effectively communicate the investment case, the calls to action, and solutions. Women Deliver has the track-record, relationships, and the necessary time to deepen these relationships ▪ There is enough time to build trust with a decision-maker within a policy window. Use of soft power will lead to increased trust
Intermediate Outcome 3: Broader, more coordinated, and coherent base of allies for gender equality and SRHR	▪ Advocates and advocacy groups, forge partnerships, trust each other, and communicate effectively ▪ Rights-holders mobilize and organize to create effectively advocacy campaigns and messages ▪ Stronger and more inclusive partnerships and alliances for collective action effectively influence key decision-makers	▪ Diverse groups can operate effectively and efficiently when bound by shared core beliefs around policies. ▪ Advocates and advocacy groups working with others through alliances, can enhance the voice and impact of advocacy work. Alliances are more effective than individual organizational efforts that tend to be siloed/fractured ▪ Advocates in the gender equality space lack coherence ▪ Alliance building (nationally, regionally, and globally) is integral to advancing and

		sustaining gender equality and SRHR advocacy and influencing efforts (i.e., there is "strength in numbers"). ▪ Fostering strategic relationships with "friendly" decision-makers will also increase the impact of advocacy and influencing efforts
Intermediate Outcome 4: Bold and ambitious convening efforts and collective action for gender equality and SRHR	▪ Convenings for gender equality and SRHR galvanize stakeholders with a shared vision ▪ Convenings will catalyze conversations with stakeholders from around the world to dive deeper into the barriers, challenges, and opportunities to address global gender inequalities and SRHR, and develop strategies for collectively overcoming these hurdles ▪ Young people and women in all of their rich diversity use platforms, tools, knowledge, skills, ability, and the power of their unique lived experiences to make their case to policymakers, decision-makers, and funders to advance gender equality and SRHR ▪ Increased recognition by decision-makers of the benefit of including those affected by policies in the decision-making process	▪ Platforms/fora are not inclusive of diverse stakeholder voices ▪ Organizing efforts need to reflect the experience, unique knowledge, expertise, and aspirations of the people directly affected by the problem, such as youth and those affected by intersecting forms of discrimination ▪ Decision-makers do not currently recognize the importance of hearing directly from those affected by the problem ▪ Diverse groups can operate effectively and efficiently when bound by shared core beliefs around policies ▪ Convenings connect human, financial, and physical capital towards better outcomes for gender equality and SRHR ▪ Convenings will build momentum for pilots, partnerships, and projects to advance gender equality and SRHR
Intermediate Outcome 5: More effective advocacy for gender equality and SRHR	▪ Young people and women in all of their rich diversity use platforms, tools, knowledge, skills, ability, and the power of their unique lived experiences to make their case to policymakers, decision-makers and funders to advance gender equality and SRHR ▪ Increased recognition by decision-makers of the benefit of including those affected by policies in the decision-making process ▪ Stronger and more inclusive partnerships and alliances for	▪ Platforms/fora are not inclusive of diverse stakeholder voices ▪ Organizing efforts need to reflect the experience, unique knowledge, expertise, and aspirations of the people directly affected by the problem, such as youth and girls and women ▪ Decision-makers do not currently recognize the importance of hearing directly from those affected by the problem ▪ Diverse groups can operate effectively and efficiently when bound by shared core beliefs around policies. Alliances are

	collective action effectively influence key decision-makers ▪ Advocates and advocacy groups articulate policy positions and campaign messages tailored for different target groups. Advocacy groups develop different messaging depending on whether they are targeting decision makers, rights holders, media or the public.	more effective than individual organizational efforts that are siloed/fractured ▪ Advocates in the gender equality and SRHR space lack coherence

Intended immediate outcomes

In order to achieve the intermediate outcomes described above, Women Deliver will seek, at the immediate outcome level, to:

Immediate Outcome 1	Strengthened evidence base and investment case for gender equality and SRHR
Immediate Outcome 2	Strengthened and deepened relationships with key decision-makers and influencers
Immediate Outcome 3	Strengthened partnerships and alliances for collective action on gender equality and SRHR
Immediate Outcome 4	Strengthen opportunities for capacity and knowledge amongst individual advocates, advocacy organizations, and alliances to advance gender equality and SRHR
Immediate Outcome 5	Convene and facilitate global, regional, and national actors for gender equality and SRHR

While partnerships are integral to the achievement of our aspirations at every level of the ToC, they are concretized at the immediate outcome level; as we articulate our pathway to change in tactical terms, our commitment to achieving results through partnership is highlighted. Our pathway to change is, in many ways, a pathway to collective action, mobilizing, and strengthening key partners – from local to regional to global – to effective, inclusive action.

As causal mechanisms and assumptions drive the realization of the intermediate outcomes, ultimate outcome, and long-term goal, outputs and tactical theories will illustrate how each immediate outcome will be achieved.

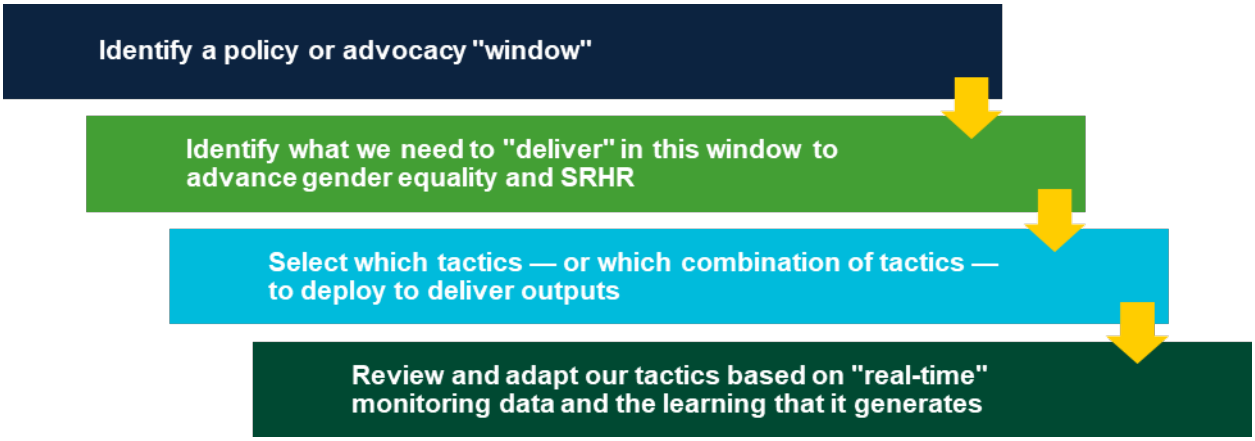
The following section describes the relationship between outputs, tactical theories, and the overall ToC.

Section III: Women Deliver's Tactical Theories

The Global ToC presented above provides a road map of the short (immediate), medium term (intermediate), and longer-term (ultimate) outcomes that Women Deliver are working towards. Women Deliver has also developed a set of outputs and accompanying tactical theories that will enable us to make a significant contribution to the achievement of outcomes. Tactical theories are a blend of what Women Deliver is good at, and what has been shown to work (by Women Deliver and others) in the achievement of gender equality and rights. The outputs and tactical theories describe what Women Deliver will deliver and how this will be done, specifically, to "activate" the Global ToC.

While tactical theories for advocacy and policy change are generally part of an advocate's "toolkit" – and may be selected, amplified, or minimized depending on the particular context or nature of a policy window (or other global

theory)[4] – the development of detailed tactical theories to support specific outputs is, as far as we are aware, a novel approach. The combined global ToC and specific tactical "theories of action" enable Women Deliver to:



This approach enables Women Deliver to be highly intentional in our choices and actions, building shared understanding across the organization and with partners about what action we are taking and why. It enables us to be both strategic and nimble.

The four tactical theories deployed in this ToC are drawn from Stachowiak (2013). This theorist drew on all the advocacy change theories and presented them in a rigorous and compelling way that aligns with the multiple ways that Women Deliver sees – and has experienced – change happening. Recognizing the complexity of how change happens, this theory of change demonstrates that Women Deliver draws upon the different tactical theories in order to deliver products and services that contribute to the achievement of outcomes. These are:

Messaging and Frameworks: Developing and disseminating messages to target audiences in order to change attitudes, get increased agreement or prioritize an issue or solution.

Stakeholder Organizing (Community Organizing): Organize individuals (and organizations) around an issue by building awareness, capacity, training, mobilization, and action research/or policy analysis in order to increase awareness, gain agreement, and a sense of power with the capacity to engage in decision-making processes, and increase public involvement in an issue.

Group Formation: Coalescing a group around a core attitude, value, or experience, which leads to increased agreement amongst group members about an issue and/or solution in order to increase cohesion among group members and increased numbers supporting an issue and/or solution.

Media Influence: Conducting media advocacy campaigns, press releases, public events, and disseminating research in order to increase media coverage of the issue and increase visibility of the message. At a higher level this can lead to change in perceived salience of an issue among the public.

Below, we describe the immediate outcomes that will be delivered by Women Deliver, the outputs associated with each, and how they will use four specific tactical theories. Similar to the causal mechanisms and assumptions between the immediate, intermediate, and ultimate outcomes, the tactical theories associated with each output describe how the output will help to achieve the outcome. By contrast, the tactical theories describe more specific activities and initiatives, grounding the achievement of the immediate outcomes in concrete detail.

[4] See Stachowiak (2013).

Immediate Outcomes	Outputs	Tactical Theories
Immediate Outcome 1: Strengthened evidence base and investment case for gender equality and SRHR	Output 1.1 Strategic case for investing in critical data gaps developed and disseminated	**Group Formation** By developing effective messaging on the importance of filling key intersectional data gaps and delivering this messaging to key donor government, multilateral, and private sector decision makers through the provision of technical and strategic advice, this will result in a strengthened evidence base and investment case for policy and programmatic solutions for gender equality and SRHR.
	Output 1.2 Strategic collaborations to strengthen the evidence base established	**Stakeholder Organizing** By organizing advocates around an evidence base and specific themes, advocates, including those in LMIC, are able to collaborate to produce targeted reports and briefings that reflect the lived realities of different constituencies of girls and women and provide a compelling and an actionable case for decision-makers. This will help strengthen the evidence base and investment case for policy and programmatic solutions for gender equality and SRHR.
	Output 1.3 Suite of tools created on meaningful engagement of advocates and their organizations including infographics (e.g., checklist, guidance, criteria, case studies, and fact sheets).	**Messaging & Frameworks** By building the evidence and investment case for gender equality and SRHR we will address the need for reliable, contextually grounded data, and evidence to inform appropriate response to gender equality and SRHR barriers and issues.
	Output 1.4 User-friendly products that present the investment case for advocates and public and private decision-makers developed	**Stakeholder Organizing** By developing and sharing evidence that is consumable by diverse audiences, through the creation of user-friendly products, users will be better able to target audiences with focused messaging, strengthening the investment case for gender equality and SRHR. **Media Influence**

		By formulating compelling message that combine quantitative "hard" facts with compelling qualitative human stories of change, advocates and influencers are better positioned to leverage media influence to promote broader public discourse on gender equality and SRHR.
Immediate Outcome 2: Strengthened and deepened relationship with key decision-makers and influencers	Output 2.1 Advice and recommendations for private sector and donor governments/ multilaterals provided	**Messaging & Frameworks** By developing effective messages based on political and policy analysis around gender equality and SRHR issues and delivering this through technical and strategic advice, Women Deliver will ensure that donor governments, multilaterals, and private sector players feel knowledgeable in the development of policies and recognize the value of engaging girls and women in the decision-making process, thus strengthening and deepening Women Deliver's relationships with key decision-makers and influencers. **Group Formation** Creating opportunities for connection and dialogue amongst advocates, alliances, and advocacy organizations with decision-makers and leaders, offers a means to influence those who hold decision-making power. Such relationships can help persuade decisionmakers and leaders take ownership of gender equality and SRHR ideas, evidence, and proposals, and subsequently act upon them.
	Output 2.2 Achievements, progress, and commitments amplified	**Media Influence** By establishing a range of mechanisms to amplify achievements, progress, and commitments, Women Deliver will ensure that donor governments, multilaterals, the private sector, and other decision-makers are better incentivized to maintain gender equality and SRHR in their priorities while also strengthening and deepening Women Deliver's relationship with them.

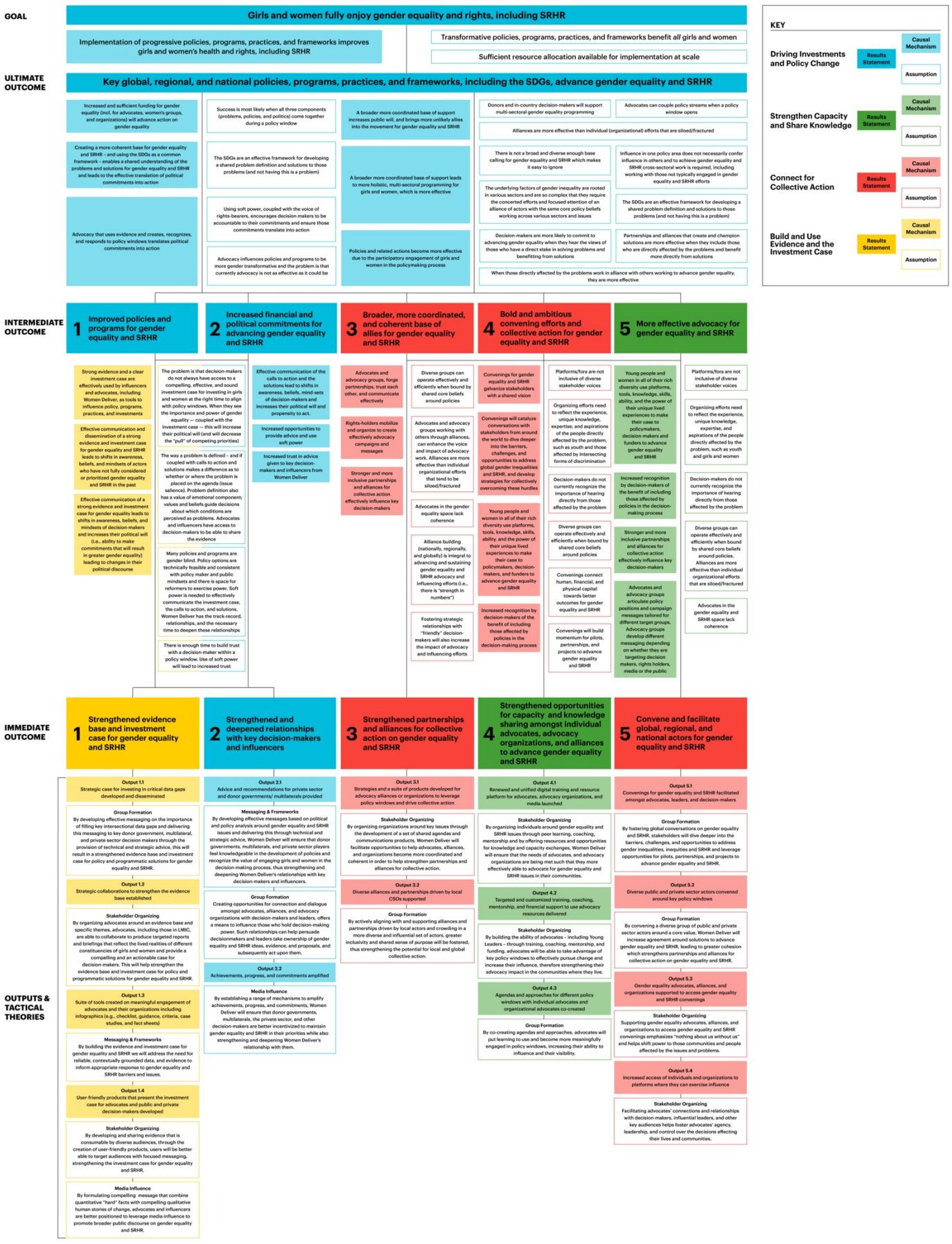
Immediate Outcome 3: Strengthened partnerships and alliances for collective action on gender equality and SRHR	Output 3.1 Strategies and a suite of products developed for advocacy alliances or organizations to leverage policy windows and drive collective action	**Stakeholder Organizing** By organizing organizations around key issues through the development of a set of shared agendas and communications products, Women Deliver will facilitate opportunities to help advocates, alliances, and organizations become more coordinated and coherent in order to help strengthen partnerships and alliances for collective action.
	Output 3.2 Diverse alliances and partnerships driven by local CSOs supported	**Group Formation** By actively aligning with and supporting alliances and partnerships driven by local actors and crowding in a more diverse and influential set of actors, greater inclusivity and shared sense of purpose will be fostered, thus strengthening the potential for local and global collective action.
Immediate Outcome 4: Strengthened opportunities for capacity and knowledge sharing amongst individual advocates, advocacy organizations, and alliances to advance gender equality and SRHR	Output 4.1 Renewed and unified digital training and resource platform for advocates, advocacy organizations, and media launched	**Stakeholder Organizing** By organizing individuals around gender equality and SRHR issues through peer learning, coaching, mentorship and by offering resources and opportunities for knowledge and capacity exchanges, Women Deliver will ensure that the needs of advocates, and advocacy organizations are being met such that they more effectively able to advocate for gender equality and SRHR issues in their communities.
	Output 4.2 Targeted and customized training, coaching, mentorship, and financial support to use advocacy resources delivered	**Stakeholder Organizing** By building the ability of advocates – including Young Leaders – through training, coaching, mentorship, and funding, advocates will be able to take advantage of key policy windows to effectively pursue change and increase their influence, therefore strengthening their advocacy impact in the communities where they live.
	Output 4.3 Agendas and approaches for different policy windows with individual advocates and organizational advocates co-created	**Group Formation** By co-creating agendas and approaches, advocates will put learning to use and become more meaningfully engaged in policy windows, increasing their ability to influence and their visibility.
Immediate Outcome 5: Convene and facilitate global, regional, and	Output 5.1 Convenings for gender equality and SRHR facilitated amongst	**Group Formation** By fostering global conversations on gender equality

national actors for gender equality and SRHR	advocates, leaders, and decision-makers	and SRHR, stakeholders will dive deeper into the barriers, challenges, and opportunities to address gender inequalities, inequities and SRHR and leverage opportunities for pilots, partnerships, and projects to advance gender equality and SRHR.
	Output 5.2 Diverse public and private sector actors convened around key policy windows	**Group Formation** By convening a diverse group of public and private sector actors around a core value, Women Deliver will increase agreement around solutions to advance gender equality and SRHR, leading to greater cohesion which strengthens partnerships and alliances for collective action on gender equality and SRHR.
	Output 5.3 Gender equality advocates, alliances, and organizations supported to access gender equality and SRHR convenings	**Stakeholder Organizing** Supporting gender equality advocates, alliances, and organizations to access gender equality and SRHR convenings emphasizes "nothing about us without us" and helps shift power to those communities and people affected by the issues and problems.
	Output 5.4 Increased access of individuals and organizations to platforms where they can exercise influence	**Stakeholder Organizing** Facilitating advocates' connections and relationships with decision-makers, influential leaders, and other key audiences helps foster advocates' agency, leadership, and control over the decisions affecting their lives and communities.

This tactical theory approach to activate the global theory empowers us to lay the foundation for long-term change and remain responsive to policy windows as they arise; as we, alongside our partners, work purposefully and methodically towards our ultimate outcome, we are able to pivot and adjust as the landscape requires. In this way, we ensure that our theory of change – and our strategy – remains relevant, impactful, and efficient.

As we pursue the realization of our ultimate goal – girls and women fully enjoy gender equality and rights, including SRHR – we recognize our power and privilege as a global north organization and acknowledge that it is crucial to approach country level engagement, which is integral to the ToC's success, with an anti-colonial view. At every level of the ToC, we are committed to providing capacity strengthening and knowledge sharing in country-specific contexts through and with intermediaries, alliances, and partners who are familiar with policies and strategies relevant to a specific context. We acknowledge and will actively work to dismantle the oppressive structures which advocates and organizations representing girls and women with intersectional identities experience in their pursuit of gender equality and SRHR. Ultimately, we will ensure that our work – no matter its context – serves the needs and reflects the experiences of all girls and women.

WOMEN DELIVER GLOBAL THEORY OF CHANGE



Annex 4: Input Budget 2021 - 2023

	DKK				USD (exch rate 6.15)
	2021	**2022**	**2023**	**Total**	**Total**
Lever 1: Drive Investment and Policy Change					
Outcome 1.0: *Increased influence by women's rights organizations, youth, and marginalized communities from ODA-eligible countries on policies, program, and investments for gender equality and SRHR*					
Outcome indicator: *Extent to which women's rights organizations, youth, and marginalized communities from ODA-eligible countries influence policies, programs, and investments for gender equality and SRHR*					
Output 1.1.1: Supported women's rights organizations, youth, and marginalized communities from ODA-eligible countries contributed to identifying and leveraging policies for gender for gender equality and/or SRHR.	289,280	800,288	623,430	1,712,997	278,536
Output 1.1.2: Supported women's rights organizations, youth, and marginalized communities in ODA-eligible countries participated in and influenced gender equality and/or SRHR policies, programs, or practices at the governmental, intergovernmental, regional, or organizational level.	299,998	703,350	623,430	1,626,777	264,517
Sub-total Outcome 1	*589,277*	*1,503,638*	*1,246,860*	*3,339,775*	*543,053*
Lever 2: Strengthen Capacity and Share Knowledge					
Outcome 2: *Strengthened capacity and knowledge amongst women's rights organizations, youth, and marginalized communities from ODA-eligible countries to influence regional policies, programs and resource allocations for gender equality and/or SRHR.*					
Outcome indicator: *Increased capacity and knowledge amongst women's rights organizations, youth, and marginalized communities from ODA-eligible countries to influence regional policies, programs, and resource allocations for gender equality and/or SRHR.*					
Output 2.1.1: Women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to participate in skills-building activities for policy influencing and advocacy for gender equality and/or SRHR.	265,711	1,135,572	976,034	2,377,317	386,556
Output 2.1.2: Participatory methodologies used to share lessons learned, challenges, and promising practices of gender equality and/or SRHR-policy influencing and advocacy efforts of women's rights organizations, youth, and marginalized communities from ODA-eligible countries	269,860	858,780	651,475	1,780,115	289,450
Output 2.1.3: Qualitative stories of change developed and disseminated on policy influencing and advocacy for gender equality and/or SRHR.	279,353	627,279	585,464	1,492,096	242,617
Output 2.1.4: Advocate-friendly tools to roll out global guidelines and frameworks for gender equality and/or SRHR adapted and disseminated for women's rights organizations, youth, and marginalized communities from ODA-eligible countries.	165,919	507,896	334,953	1,008,769	164,027

Sub-total Outcome 2	*980,844*	*3,129,527*	*2,547,926*	*6,658,297*	*1,082,650*
Lever 3: Connect for Collective Action					
Outcome 3: *Strengthened and deepened partnerships and alliances with women's rights organizations, youth, and marginalized communities from ODA-eligible countries to define and leverage key gender equality and/or SRHR policy windows*					
Outcome indicator: *Number and percentage of women's rights organizations, youth, and marginalized communities from ODA-eligible countries engaged in process of defining and leveraging key gender equality and/or SRHR policy windows*					
Output 3.1.1: Increased participation of delegates from ODA-eligible countries at global gender equality and SRHR convenings (WD2022)	921,054	2,021,014	1,109,279	4,051,347	658,756
Output 3.1.2: Women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to access[1] gender equality and SRHR platforms and convenings before, during, and after WD2022 Conference.	808,870	1,378,632	1,510,212	3,697,714	601,254
Output 3.1.3: Women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported in their policy and advocacy influencing and accessing convenings.	651,697	1,767,484	1,316,101	3,735,282	607,363
Output 3.1.4: Women's rights organizations, youth and marginalized communities from ODA-eligible countries supported to present in panel sessions and dialogues at regional forums and convenings including WD2022.	297,678	879,396	538,276	1,715,350	278,919
Output 3.1.5: Leaders and decision-makers from ODA-eligible countries influenced to participate in gender equality and/or SRHR policy convenings and windows.	444,574	702,093	769,110	1,915,777	311,509
Output 3.1.6: Communications campaigns created and used to profile policy and advocacy messages of women's rights organizations, youth, and marginalized communities from ODA-eligible countries					
Sub-total Outcome 3	*3,123,873*	*6,748,619*	*5,242,978*	*15,115,470*	*2,457,800*
Lever 4: Build and Use the Investment Case					
Outcome 4: *Strengthened evidence-base for supporting women's rights organizations, youth, and marginalized communities in evidence-based gender equality and SRHR advocacy*					
Outcome indicator: *Extent to which women's rights organizations, youth, and marginalized communities used Women Deliver curated data and evidence for gender equality and SRHR*					
Output 4.1.1: Suite of evidence products on gender equality and SRHR developed in accordance with priorities of women's rights organizations, youth, and marginalized communities.	286,780	935,609	612,031	1,834,420	298,280
Output 4.1.2: Multilingual evidence products curated and developed using existing evidence	228,814	502,138	358,470	1,089,422	177,142

[1] Access here is defined to include all of the mechanism and processes Women Deliver will use to ensure convenings before, during, and after the WD2022 conference are inclusive and accessible to participants in terms of language and disabilities. Convenings will also be made available virtually to facilitate broad and mass engagement, especially from ODA-eligible countries. Support is non-financial support for scholarships or travel, but rather technical assistance provided by Women Deliver staff to advocates to facilitate the advocates' engagement in the platforms and convenings.

on gender equality and/or SRHR policy influencing and advocacy					
Output 4.1.3: Improved knowledge amongst Women Deliver staff of lessons learned, promising practices and challenges emerging from project implementation.	WD internal financing				
Sub-total Outcome 4	*515,594*	*1,437,748*	*970,500*	*2,923,842*	*475,421*
Total Outcome 1 – 4	**5,209,589**	**12,819,531**	**10,008,264**	**28,037,383**	**4,558,924**
Administrative overhead 7%	364,671	897,367	700,578	1,962,617	319,125
Total Grant	**5,574,260**	**13,716,898**	**10,708,842**	**30,000,000**	**4,878,049**

Annex 5: Preliminary Results Framework

The project's results-framework focuses on supporting Women Deliver's ambition to call attention to gender equality and SRHR and amplify the voices of our target groups which include rights-holders, including women's rights organizations (WROs), youth, and marginalized communities from ODA-eligible countries. In addition, Women Deliver works purposefully to influence its second target group, which comprises duty-bearers, including leaders and decision-makers that have an obligation, and or responsibility to respect, promote, and realize gender equality and SRHR.

All outcomes and outputs refer specifically to efforts that will be advanced and undertaken in ODA-eligible countries. Where relevant, results tracked will be disaggregated by age, gender, and other axes of differentiation.

Project	***Championing Gender Equality, SRHR, and Girls and Women Support to Women Deliver's Work Program 2021 – 2023***
Project Objective	The project objectives are two-fold: a) strengthen the capacity of advocates (from ODA eligible countries) and provide them with the platforms for accessing and influencing decision-makers, including at the next Women Deliver Conference; and b) ensuring meaningful participation and engagement of voices of advocates (from ODA-eligible countries) in these spaces, including the Women Deliver conference).[1]
Impact Indicator[2]	Key global, regional, and national policies, programs, practices, and frameworks, including the SDGs, advance gender equality and SRHR

Lever 1	**Direct Investment and Policy Change**			
Outcome 1.0	***Increased influence by women's rights organizations, youth, and marginalized communities from ODA-eligible countries on policies, program, and investments for gender equality and SRHR***			
Outcome indicator	***Extent to which women's rights organizations, youth, and marginalized communities from ODA-eligible countries influence policies, programs, and investments for gender equality and SRHR[3]***			
Means of verification	**Baseline**	**Targets**		
		Year 1	**Year 2**	**Year 3**
• New policies, strategies, or communique; revised policies, strategies, or communiques	• 5 instances of policy recommendations introduced in government agendas or relevant programs		• 4 instances of policy recommendations introduced in government agendas or relevant programs	• 4 instances of policy recommenations s introduced in government agendas or relevant programs

[1] Women Deliver supports the policy and advocacy efforts of a wide range of gender equality and SRHR stakeholders including, rights-holders such as, women's rights organizations, youth, and marginalized communities including LGBTQIA+ rights advocates, disability rights advocates, racial justice rights advocates, and advocates representing the rights of underrepresented people (refugees, people living with HIV/AIDS, etc.). In addition WD strives to influence duty-bearers, including leaders and decision-makers that are obligated and responsible for protecting and promoting gender equality and SRHR.

[2] 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.

[3] Women Deliver supports women's rights organizations, youth, and marginalized communities in advocacy and in pushing for policy change. In some cases, Women Deliver's target groups will be working individually and in other instances through alliances and coalitions. Stakeholders, such as governments, can either adopt, adapt, modify, or adjust gender lens policy recommendations made by these actors. The results thus span a continuum of change (i.e., adopted, adapted, adjusted, modified, revised, etc.) and our reporting will capture the nuance of nature of policy and advocacy results.

• Country Partners' Reporting (Kenya & Senegal) and regional levels	• 3 country-specific policy recommendations (Kenya/Senegal) introduced in government agendas or programs		• 2 country-specific policy recommendations introduced at country (Kenya & Senegal) and regional levels	• 3 country-specific policy recommendations introduced at country (Kenya & Senegal) and regional levels
• Young Leaders Policy Update Form	• 4 Young Leaders' policy recommendations introduced in government agendas or programs	• 1 Young Leaders' policy recommendation introduced in government agendas or programs	• 1 Young Leaders' policy recommendation introduced in government agendas or programs	• 3 Young Leaders' policy recommendations introduced in government agendas or programs
• Digital Advocacy Campaigns • Conference Tracker • Conference Report	• 2 Leaders/decision-makers make GE/SRHR commitments		• 1 Leader/decision-maker makes GE/SRHR commitment	

Output 1.1.1	***Supported women's rights organizations, youth, and marginalized communities from ODA-eligible countries contributed to identifying and leveraging policies for gender for gender equality and/or SRHR***
Output indicator	***Number and percentage of instances where women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to identifying and leveraging policies for gender equality and/or SRHR***

Means of verification	**Baseline**	**Targets**		
		Year 1	**Year 2**	**Year 3**
• Conference Tracker	• 40% partners co-created and/or planned digital campaigns related to (WD2019) policy windows		• 60% of partners plan digital campaigns related to WD2022 policy windows	
• Country Tracker (Kenya & Senegal)	• New	• 4 women's rights organizations supported (Kenya & Senegal) to plan policy windows	• 5 women's rights organizations supported (Kenya & Senegal) to plan policy windows	• 4 women's rights organizations supported (Kenya & Senegal) to plan policy windows
• Advocacy plans based on type of engagement • Digital advocacy campaigns	• New		• 2 instances of support provided	• 1 instance of support provided
• Young Leaders Speakers Bureau	• New	• 1 instance of support for		• 2 instances of support for

• Conference tracker		Young Leader to plan policy window		Young Leaders to plan policy windows

Output 1.1.2	***Supported women's rights organizations, youth, and marginalized communities in ODA-eligible countries participated in and influenced gender equality and/or SRHR policies, programs, or practices at the governmental, intergovernmental, regional, or organizational level***
Output indicator	***Number of women's rights organizations, youth, and marginalized communities in ODA-eligible countries supported to participate in and influence gender equality and SRHR policies, programs, or practices at the governmental, intergovernmental, regional or organizational level***

Means of verification	**Baseline**	**Targets**		
		Year 1	**Year 2**	**Year 3**
• Young Leaders Speakers' Bureau • Digital Advocacy Campaigns	• New		• 5 instances of support provided to Young Leaders for policy and advocacy speaking engagements	• 5 instances of support provided to Young Leaders for policy and advocacy speaking engagements
• Country Partners' Reporting (Kenya & Senegal) • Country Tracker (Kenya & Senegal)	• New	• 3 women's rights organizations supported	• 2 women's rights organizations supported	• 3 women's rights organizations supported
• Meeting reports, registration, self-reported notes from advocates, and/or social media posts (TBD based on the type of participation)	• New		• 4 instances of support provided	• 1 instance of suppport provided

Lever 2	**Strengthen Capacity and Share Knowledge**
Outcome 2.0	***Strengthened capacity and knowledge amongst women's rights organizations, youth, and marginalized communities from ODA-eligible countries to influence regional policies, programs and resource allocations for gender equality and/or SRHR***
Outcome indicator	***Increased capacity and knowledge amongst women's rights organizations, youth, and marginalized communities from ODA-eligible countries to influence regional policies, programs, and resource allocations for gender equality and/or SRHR***

Means of verification	**Baseline**	**Targets**		
		Year 1	**Year 2**	**Year 3**
• Pre- and post-surveys of participants who engaged in a Women Deliver facilitated knowledge or capacity strengthening mechanism	• New		• 70% participants report an increase in knowledge or capacity as result of capacity strengthening mechanism	• 70% participants report an increase in knowledge or capacity as result of capacity strengthening mechanism

• Digital University post assessment pass rate	• New			• 75% pass rate of Young Leaders completing Digital University
• Conference evaluation and one year out conference survey	• 94% of participants at conference reported increase in knowledge and skills on gender equality and/or SRHR		• 70% participants from ODA-eligible countries report increase in knowledge and skills on gender equality and/or SRHR	

Output 2.1.1	***Women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to participate in skills-building activities for policy influencing and advocacy for gender equality and/or SRHR***
Output indicator	***Number and percentage of women's rights organizations, youth, and marginalized communities from ODA-eligible supported to participate in skills-building trainings, tools, and resources for policy influencing and advocacy for gender equality and/or SRHR***

Means of verification	**Baseline**	**Targets**		
		Year 1	**Year 2**	**Year 3**
• Webinar plans or workshop plans or advocacy message tool kits (including WD2022)	• 10% of WROs and youth at WD2022 participated in skills-building sessions and webinars		• 30-40% of WROs, and youth at WD2022 participate in skills-building sessions and webinars	
• WD2022 Conference Tracker	• WD2019 conference: 7 skills-building sessions		• 7 skills-building sessions	
• Youth convenings or workshops	• New		• 1 youth convening or multi-country workshop (virtual or in-person, TBD based on COVID-19)	• 2 youth convenings or multi-country workshops (virtual or in-person, TBD based on COVID-19)

Output 2.1.2	***Participatory methodologies used to share lessons learned, challenges, and promising practices of gender equality and/or SRHR-policy influencing and advocacy efforts of women's rights organizations, youth, and marginalized communities from ODA-eligible countries***
Output indicator	***Extent to which participatory methodologies are used to share lessons learned, challenges, and promising practices of gender equality and/or SRHR policy influencing and advocacy efforts of women's rights organizations, youth, and marginalized communities from ODA-eligible countries***

Means of verification	**Baseline**	**Targets**		
		Year 1	**Year 2**	**Year 3**
• Participatory session plans, notes, and reporting	• New		• 3 instances of participatory methodologies	• 1 instance of participatory methodology used with

			used with Young Leaders	Young Leaders
• Country Partners' Team Tracker	• New	• 4 instances[4] of participatory methodologies used with women's rights organizations in Kenya & Senegal	• 4 instances of participatory methodologies used with women's rights organizations in Kenya & Senegal	• 2 instances of participatory methodologies used with women's rights organizations in Kenya & Senegal
• Young Leaders Alumni Committee • Multi-Country Workshop (1 alumni panel each) • MEL reporting	• New	• 1 instance[5]	• 2 instances	• 2 instances
• Conference Program Tracker	• New		• 3 instances of participatory methodologies used for WD2022	

Output 2.1.3	***Qualitative stories of change developed and disseminated on policy influencing and advocacy for gender equality and/or SRHR***
Output indicator	***Number of qualitative stories of change developed and disseminated on policy influencing and advocacy for gender equality and/or SRHR***

Means of verification	**Baseline**	**Targets**		
		Year 1	**Year 2**	**Year 3**
• Blogs and digital posts (press releases and announcements, and/or other earned media)	• New	• 8 stories of change developed and disseminated	• 20 stories of change developed and disseminated	• 7 stories of change developed and disseminated
• Country Partners' Reporting (Kenya & Senegal) • Country Tracker (Kenya & Senegal)	• 51 stories of change from WD2019 (the baseline includes stories covering more than just ODA-eligible countries, includes global stories as well)[6]	• 2 stories of change developed & disseminated (Kenya & Senegal)	• 2 stories of change developed & disseminated (Kenya & Senegal)	• 2 stories of change developed & disseminated (Kenya & Senegal)

[4] The term "instances" is being used to refer to cases or situations where Women Deliver provides customized support and resources to its partners (i.e., women's rights organizations, youth, and marginalized communities).
[5] Here "instances" refers to situations where Women Deliver provides targeted and customized opportunities for Young Leaders to use participatory methodologies for sharing lessons and promising practices with each other.
[6] For WD2019, 51 stories of change were disseminated due to the large scale and budget of the conference. Given the smaller scale and budget of the upcoming conference the lower targets reflect a purposeful intent to showcase in-depth, the important country-level policy and advocacy efforts our partners (WROs, youth, and marginalized communities) are advancing.

• Young Leaders Women Deliver MEL Reports	• 6 Youth social media /blog posts	• 2 Youth social media /blog posts	• 2 Youth social media /blog posts	• 3 Youth social media /blog posts

Output 2.1.4	***Advocate-friendly tools to roll out global guidelines and frameworks for gender equality and/or SRHR adapted and disseminated for women's rights organizations, youth, and marginalized communities from ODA-eligible countries***[7]
Output indicator	***Number of times advocate-friendly tools to roll out global guidelines and frameworks for gender equality and/or SRHR are adapted and disseminated for women's rights organizations, youth, and marginalized communities from ODA-eligible countries***

Means of verification	Baseline	Targets		
		Year 1	Year 2	Year 3
• Advocate-friendly fact sheets, info sessions, roundtable discussions, webinars on global guidelines/frameworks	• New		• 2 advocate-friendly tools to roll out global guidelines and/or frameworks on GE and/or SRHR adapted and disseminated[8]	• 1 advocate-friendly tools to roll out global guidelines and/or frameworks on GE and/or SRHR adapted and disseminated
• Youth-focused and advocate friendly fact sheets, info sessions, roundtable discussions, webinars on global guidelines/frameworks	• New		• 2 youth-focused & advocate-friendly tools to roll out global guidelines and/or frameworks on GE and/or SRHR adapted and disseminated	• 1 youth-focused & advocate-friendly tools to roll out global guidelines and/or frameworks on GE and/or SRHR adapted and disseminated

Level 3	**Connect for Collective Action**
Outcome 3.0	***Strengthened and deepened partnerships and alliances with women's rights organizations, youth, and marginalized communities from ODA-eligible countries to define and leverage key gender equality and/or SRHR policy windows***
Outcome indicator	***Number and percentage of women's rights organizations, youth, and marginalized communities from ODA-eligible countries engaged in process of defining and leveraging key gender equality and/or SRHR policy windows***

Means of verification	Baseline	Targets		
		Year 1	Year 2	Year 3
• WD Conference Registration	• New		• 15-20% of conference Advisory	

[7] Women Deliver supports efforts to ensure global gender equality and/or SRHR guidelines (e.g., WHO guidelines) are shared in a manner that supports local understanding of how such guidelines are to be implemented in practice. Women Deliver actively works with partners to ensure global guidelines are adapted in a language and manner that is advocate-friendly.

[8] The unit of analysis here will be an info-session, roundtable discussion or webinar. Such methods will be used to disseminate youth-friendly and advocate-friendly GE/SRHR guidelines and frameworks.

• Registrations for regional convenings			Group comprised of youth and advocates from WROs and marginalized communities	
• Country Tracker (Kenya & Senegal)	• New		• 4 women's rights organizations engaged in process of defining and leveraging GE/SRHR policy windows (Kenya & Senegal)	• 3 women's rights organizations engaged in process of defining and leveraging GE/SRHR policy windows (Kenya & Senegal)

Output 3.1.1	***Increased participation of delegates from ODA-eligible countries at global gender equality and SRHR convenings (WD2022)***
Output indicator	***Percentage of delegates from ODA-eligible countries participating at global gender equality and SRHR convenings (WD2022)***

Means of verification	Baseline	Targets		
		Year 1	Year 2	Year 3
• Conference Tracker	• New		• 100% of panels include at least one speaker from ODA-eligible country[9]	
• Conference Tracker	1. New 2. New		1. 50% of delegates at WD2022 from ODA-eligible countries (2,000 out of 4,000 people) [10] 2. 50% of delegates from ODA-eligible countries (62,500 out of 125,000 people) participate in virtual WD2022 Conference	

[9] This target refers to WD-led panels and is contingent upon financing for scholarships.
[10] Due to the COVID-19 pandemic, Women Deliver is anticipating a smaller in-person WD2022 conference. We expect a total delegation of approximately 4,000 people with approximately 50% (2,000) of the participants coming from ODA-eligible countries.

1) Press attendees at WD2022 Conference 2) WD Live representation from ODA-eligible countries 3) WD Live reach amongst ODA-eligible countries	1. 4% (320 delegates) WD2019 attendees (from media) 2. New 3. WD Live reach: 125,000[11]		1. increased # of media delegates from ODA-eligible countries 2. increased representation of speakers from ODA-eligible countries via WD Live or WD2022 communications platforms 3. increased reach of WD Live or WD2022 communications platforms amongst partners in ODA-eligible countries	

Output 3.1.2	***Women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to access[12] gender equality and SRHR platforms and convenings before, during, and after WD2022 Conference***
Output indicator	***Number and percentage of women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to access gender equality and SRHR platforms and convenings before, during, and after WD2022 Conference[13]***

Means of verification	Baseline	Targets		
		Year 1	Year 2	Year 3
• Youth Conference Tracker	• New		• 300 Young Leaders[14] supported to access convenings and policy windows[15] (via technical assistance rather than travel scholarships)	
• Country Tracker (Kenya & Senegal) • WD Conference Registration	• WD2019: 27 advocates supported • Other pre-conf convenings: 0		• 10 advocates (Kenya & Senegal & regional partner) supported to access WD2022 conference (via	• 5 advocates (Kenya & Senegal & regional partner) supported to access

[11] Please note that 125,000 was the total number of people reached by WD Live for WD2019. The figure for participants from ODA-eligible countries is not available.

[12] Access here is defined to include all of the mechanism and processes Women Deliver will use to ensure convenings before, during, and after the WD2022 conference are inclusive and accessible to participants in terms of language and disabilities. Convenings will also be made available virtually to facilitate broad and mass engagement, especially from ODA-eligible countries. Support is non-financial support for scholarships or travel, but rather technical assistance provided by Women Deliver staff to advocates to facilitate the advocates' engagement in the platforms and convenings.

[13] Support here is defined as demand-driven and can encompass coaching and mentorship type support.

[14] The demographic composition of the 2022/2023 cohort of Young Leadersis unknown at this stage and while the majority of Youg Leaders are from ODA-eligible countries, we woudd like to caveat that some may not be.

[15] Women Deliver will mobilize funding for this target to cover the scholarship component to facilitate the participation of Young Leaders at regional forums and convenings.

• Registrations regional convenings • Registration at relevant convenings after WD2022			technical assistance rather than travel scholarships)	convenings where they would share lessons from the WD2022 conference (via technical assistance rather than travel scholarships)
• Conference Accessibility Tracker	• New		• 70% adherence to Women Enabled International accessibility standards for international meetings (WD2022) • 60% adherence to Women Enabled International accessibility standards for social media • 6 mechanisms[16] used to facilitate inclusion and access at WD2022 conference • 2 digital adaptations to improve accessibility of WD2022 conference website (i.e., multiple languages)	

Output 3.1.3	***Women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported in their policy and advocacy influencing and accessing convenings***			
Output indicator	***Funding for convenings provided to women's rights organizations, youth, and marginalized communities from ODA-eligible countries for their policy and advocacy influencing and accessing convenings***			
Means of verification	**Baseline**	**Targets**		
		Year 1	**Year 2**	**Year 3**
• Country Tracker (Kenya & Senegal)	• 3 contracts	• 3 contracts to support advocates/advocacy organizations in GE and/or SRHR policy influencing and accessing convenings	• 3 contracts to support advocates/advocacy organizations in GE and/or SRHR policy influencing and accessing convenings	• 2 contracts to support advocates/advocacy organizations in GE and/or SRHR policy influencing and accessing convenings

[16] Mechanisms here refers to closed captioning, interpretation, physical space, mental health resources, virtual accessibility, and chaperone/guide support.

Output 3.1.4	***Women's rights organizations, youth and marginalized communities from ODA-eligible countries supported[17] to present in panel sessions and dialogues at regional forums and convenings including WD2022***
Output indicator	***Number and percentage of women's rights organizations, youth, and marginalized communities from ODA-eligible countries supported to present in panel sessions and dialogues at regional forums and convenings including WD2022***

Means of verification	Baseline	Targets		
		Year 1	Year 2	Year 3
• Young Leaders MEL Reports	• New		• 30 youth advocate presentations/panels (including WD2022)	• 10 youth advocate presentations/panels
• WD Conference Registration • WD Conference Program Registration • Speaker Programs for other relevant regional convenings	• New		• 21 advocates supported to present at regional forums and convenings (including WD2022)[18]	
• Country Tracker (Kenya & Senegal)	• New		• 8 advocates from women's rights organizations supported to present at regional forums and convenings (Kenya & Senegal) (including WD2022)	• 4 advocates from women's rights organizations supported to present at regional forums and convenings (Kenya & Senegal)

Output 3.1.5	***Leaders and decision-makers[19] from ODA-eligible countries influenced to participate in gender equality and/or SRHR policy convenings and windows[20]***
Output indicator	***Number of leaders and decision-makers from ODA-eligible countries influenced to participate in gender equality and/or SRHR policy convenings and windows***

Means of verification	Baseline	Targets		
		Year 1	Year 2	Year 3
• Conference Protocol List	• 34 leaders and decision-makers		• 20 leaders and/or decision-makers at WD2022	
• WD Conference Report	• New		• 7 leaders from youth	

[17] "Support" here is defined as non-financial support and will include coaching and facilitation for women's rights organizations, youth, and marginalized communities to present at regional forums leading up to the conference and the WD2022 Conference. This does not include financing for advocates to attend the conferences, this kind of travel will be co-financed by additional donor support.

[18] This target refers to WD-led plenaries. A minimum of seven plenaries will be held.

[19] "Leaders and decision-makers" here refers to appointed and/or elected officials. The convenings and policy windows described are Women Deliver-led convenings and policy windows.

[20] The policy convenings and windows referenced here are Women Deliver-led policy convenings and windows.

			leadership sector at WD2022	
• WD Convening Reports and Recordings	• New		• 4 leaders and/or decision-makers to appear in the plenary sessions at WD2022	
• Country Partners' Reporting • Country Tracker (Kenya & Senegal)	• New		• 2 leaders and/or decisions-makers (Kenya & Senegal) at WD2022	
• Press conferences	• WD2019: 9 press conferences included leaders and/or decision-makers		• 4 press conferences including leaders and/or decision-makers	

Output 3.1.6	***Communications campaigns created and used to profile policy and advocacy messages of women's rights organizations, youth, and marginalized communities from ODA-eligible countries***
Output indicator	***Number of communications campaigns created and used to profile policy and advocacy messages of women's rights organizations, youth, and marginalized communities from ODA-eligible countries***

Means of verification	Baseline	Targets		
		Year 1	Year 2	Year 3
• Communications Tracker	• New	• 2 GE and/or SRHR campaigns to amplify policy and advocacy messages of women's rights organizations, youth, marginalized communities	• 2 GE and/or SRHR campaigns to amplify policy and advocacy messages of women's rights organizations, youth, marginalized communities	• 2 GE and/or SRHR campaigns to amplify policy and advcoacy messages of women's rights organizations, youth, marginalized communities

Lever 4	**Build and Use the Investment Case**
Outcome 4.0	***Strengthened evidence-base for supporting women's rights organizations, youth, and marginalized communities in evidence-based gender equality and SRHR advocacy***
Outcome indicator	***Extent to which women's rights organizations, youth, and marginalized communities used Women Deliver curated data and evidence for gender equality and SRHR***

Means of verification	Baseline	Targets		
		Year 1	Year 2	Year 3
• Cited use of WD materials in speeches, social media posts, or	• New	• 30 instances of advocates using WD	• 60 instances of advocates using WD resources & materials (includes the	• 30 instances of advocates using WD

linking to WD resources online		resources & materials[21]	WD2022 conference)	resources & materials
• Country Tracker (Kenya & Senegal)	• New		• 3 instances of partners (Kenya, Senegal & regional) using WD resources & materials (includes the WD2022 conference)	
• Young Leaders Tracker	• New		• 1 instance of Young Leader using WD resources & materials (includes the WD2022 conference)	• 1 instance of Young Leader using WD resources & materials
• WD2022 Conference Report	• 7 WD-curated GE and/or SRHR reports shared at WD2019		• 3 instances of WD-curated GE and/or SRHR evidence and data used at WD2022	

Output 4.1.1	***Suite of evidence products on gender equality and SRHR developed in accordance with priorities of women's rights organizations, youth, and marginalized communities[22]***
Output indicator	***Number of evidence products on gender equality and SRHR developed in accordance with priorities of women's rights organizations, youth, and marginalized communities in ODA-eligible countries***

Means of verification	Baseline	Targets		
		Year 1	Year 2	Year 3
• WD evidence products	• New	• 1 evidence-based advocacy tool or investment case developed	• 3 evidence-based advocacy tools or investment case developed	• 1 evidence-based advocacy tool or investment case developed

Output 4.1.2	***Multilingual evidence products[23] curated and developed using existing evidence on gender equality and/or SRHR policy influencing and advocacy***
Output indicator	***Number of multilingual evidence products curated and developed using existing evidence on gender equality and/or SRHR policy influencing and advocacy***

Means of verification	Baseline	Targets		
		Year 1	Year 2	Year 3

[21] "Use case" here refers to instance where Women Deliver curated evidence products are utilized by stakeholders. This output is measuring utilization and uptake of WD's evidence products as evidenced by citations, social media posts, speeches, or linkages to WD's website.

[22] The suite of evidence products refers to a range of products including infographics and curated evidence using existing data that are compiled such as checklists, guidance, criteria, case studies, fact sheets, and policy briefs. Evidence products are time and cost-intensive and thus the targets are conservative. WD will dedicate efforts to develop high-quality evidence products that will drive evidence-based advocacy.

[23] High-quality evidence products are costly and time-intensive to produce and can include checklists, guidance, criteria, case studies, fact sheets, and policy briefs.

• Multilingual WD evidence product • Communications tracker	• New		• 2 multilingual evidence products produced	• 30% of external communications products translated into multiple languages
• Multilingual WD evidence product • Communications tracker	• New		• 30% of external communciaions products translated into multiple languages	

Output 4.1.3	***Improved knowledge amongst Women Deliver staff of lessons learned, promising practices and challenges emerging from project implementation[24]***
Output indicator	***Two Learn, Pause & Reflect sessions held a year with Women Deliver-wide team***

Means of verification	**Baseline**	**Targets**		
		Year 1	**Year 2**	**Year 3**
• Women Deliver MEL Reports	• New	• 2 Learn, Pause & Reflect (LPR) sessions held	• 2 Learn, Pause & Reflect (LPR) sessions held	• 2 Learn, Pause & Reflect (LPR) sessions held

[24] Output 4.1.3 is devoted to Women Deliver's internal knowledge, reflection and learning. Women Deliver will systematically conduct after action reviews and retrospective analyses drawing upon different types of methodologies (e.g., Appreciative Inquiry, Contribution Analysis, and/or Outcome Harvesting) to understand how its efforts are contributing to policy and advocacy for gender equality and SRHR. The findings of such learning and reflection can inform the production and dissemination of our qualitative stories of change, thematic paper and/or MEL-focused SRHR piece.

Annex 6: Risk Management Matrix

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Contextual risks					
Geo-political developments may cause prevailing policy agenda to be crisis-focused, causing decision-makers to rethink and reprioritize their investments and policies.	Likely	Major	• Closely monitor shifts in the political, health security landscape, and related priorities. • Work with allies, partners, and key decision-makers to adapt our advocacy strategies accordingly in order to continue to advocate for our priorities, including in the context of health security threats and risks. • 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.	Short-term risk can be reduced but general risk of reduced funding to gender equality and SRHR remains.	Geo-political and security risks, including global health security, may change so that the prevailing policy agenda becomes crisis-focused, causing decision-makers to rethink and reprioritize their investments and policies. This may affect 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).
Key advocacy moments related to gender equality adjusted to be virtual, postponed and/or cancelled.	Likely	Medium	• Adapt intervention strategies to plan for an increased virtual advocacy strategy at external convening over the coming years. • Develop more extensive virtual options for events convened by Women Deliver.	The risk will remain significant as long as the COVID pandemic is not under control. On the longer time perspective, the risk is expected to reduce.	Due to challenges caused by COVID, which has inter alias caused significant challenges to international travel and the conduct of physical meetings, key advocacy moments related to gender equality (such as GEF or WD2022) have been restricted, made virtual, and may continue to be delayed or cancelled.

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Programmatic risk					
Women Deliver's Board may not approve the proposed work programme for 2021 – 2023, adjustments to the strategic planning process (covering 2021-2023) in due time to allow for meaningful dialogue on the details of Danish funding causing a postponement of the Danish commitment.	Low	Major	• 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. WD has put a lot of effort in the timing of the strategic planning process, and engages in substantial dialogue on the content and results of the Danish support.	Risk management will eliminate residual risk. There is a close dialogue between Denmark and Women Deliver during the preparation phase; as the agreed results frame is part of the agreement.	While the focus of the strategic plan remains as what was approved by the Board in 2020, the organisation needs to adopt a scenario approach to implementation due to the reduction in the organisation's staffing. Hence, the management needs to go to the Board again with the planned scenario. Denmark's increased focus on Africa and requirement that funding is clearly directed towards ODA-eligible countries complicates the dialogue towards an agreed results framework and direction of Danish funding.
The 2022 Global 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.	Limited	Major	• As WD2019 took place in Vancouver, Canada, Women Deliver is fully committed to the selection of an appropriate host in a LMIC • Given COVID and financing challenges, heavy emphasis would be on the virtual convening during and leading up to the conference. In all versions of the conference, WD will bring the Transformation to bear – ensuring grassroots advocates are centred in the agenda and	The residual risk is that the physical conference will not be held in a LMIC and/or delayed and has to be conducted virtually.	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. The decision on location and timing will be determined keeping in mind COVID and other factors.

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Programmatic risk					
			decision making processes (i.e. advisory board).		

Institutional risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Loss of key personnel and/or excessive staff turn over	Medium	Medium	Ensuring breadth and depth of SRHR and country knowledge across the organisation is maintained, combined with outsourcing of administrative and routine tasks.	The risk of staff turnover is a continuous risk for organisations, and will be managed through nurturing staff competences. Women Deliver is a well-known brand in its own right and attracts many social justice advocates at voluntary basis.	The organisation is in a transition phase after a significant reduction in the total number of staff. The permanent CEO position is currently vacant. While there are significant back-up and acceptance of the organisational changes, there is a likelihood that the staff may not wish to continue in the adjusted organisational frame. The challenges experienced, which lead to the CEO position being vacant may also impact negatively on the retention of staff and recruitment of the permanent CEO.
In sufficient funding to run the organisation leaving Women Deliver dependent on a small pool of donors	Medium	High	• 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.	Most likely, the risk will be reduced substantially in the long term. For 2021, the risk will remain. To reduce this relies on success in securing multi-year funding for Women Deliver's new five-year strategy and managing growth.	Women Deliver's funding has been negatively impacted both by the effect of COVID causing funding to be diverted to health security issues, as well as the a negative effect on the donors caused by the public criticism on social media regarding the work environment in the organisation, which has caused the CEO to vacate her position. While donors still support and work with Women Deliver, it has cause many to delay the signing of new commitments.
Reduction of visibility and credibility	Low	Medium	• Develop a plan for increasing technical credibility and visibility across the organization.	The risk will be reduced within the next 6 months, but will always remain due to natural turn- over in staffing at top-management level.	Women Deliver has hitherto been led by very visible CEOs with a well-recognised profile. As an organisation, Women Deliver is perceived as having limited visibility and credibility apart from that of its Chief

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
			• Ensuring access to high-level decision-makers and spaces beyond the CEO including staff and partner advocates, especially from developing countries.		Executive Officer. A lot depends on the profile of the next CEO and the organisation's ability to expand its reputation and credibility beyond the CEO profile.

Annex 7: Communication Plan

Communications is a critical component of Women Deliver's strategy and a means for achieved desired outcomes. Women Deliver's theory of change – and the conceptual model in which its set of outcomes is grounded – is premised on the principle that social change outcomes, such as gender equality and SRHR, are complex and emergent. Policy influence and advocacy for gender equality and SRHR often require shifting and expanding public awareness, increasing political will, and advancing policy adoption. Given the complexity of social change work, Women Deliver uses a variety of communications tools, strategies, and tactics to raise awareness and understanding of how policy influencing and advocacy for gender equality and SRHR unfolds.

Purpose and approach

The purpose of this Communication Plan is two-fold;

i. WD will raise awareness and understanding of gender equality and SRHR as well as the challenges to reach SRHR for women and girls globally, with special emphasis on LDCs.
ii. WD will profile Denmark's role as a critical investment partner in advancing gender equality and SRHR goals.

The tentative communication plan below outlines how Women Deliver will leverage diverse communications channels and strategies, which will be customized based on the policy and advocacy context or window, to advance gender equality and the health and rights of girls and women. Furthermore, the communication plan outlines an approach for profiling and making visible Denmark's role as a critical investment partner for achieving gender equality and SRHR, not least through the active use Women Deliver Platforms and communication tools.

The plan will capitalize on key policy windows such as the Women Deliver Conference in 2022, the Commission on the Status of Women, the Generation Equality Forum (Beijing +25), the African Union Summit, UN General Assembly, and the High-Level Political Forum among other moments.

Results and Examples from 2019-2020:

Women Deliver develops user-friendly digital communications assets and advocacy materials, such as toolkits, infographics, and targeted campaigns, and disseminates them to thousands of advocates, influencers, and decision-makers so they have access to the tools they need to effectively influence policies and investments. Women Deliver utilizes several platforms including their website (www.womendeliver.org), social media channels, global advocacy convenings, key policy windows, conference specific websites, partner websites and Women Deliver newsletters to disseminate such tools and assets. Examples included:

- **Women Deliver Websites:** Women Deliver received more than 1.7 million website visits, with approximately 950,000 visits to the main womendeliver.org website and 690,000 to the wd2019.org conference website.

- **Publications Database:** This database houses a collection of evidence-rich material, such as reports, infographics, policy briefs, toolkits, and webinars. Deliver for Good partners updated the campaign's 12 policy briefs and corresponding infographics. The marketing of these new tools helped Women Deliver reach 35,000 downloads.

- **Newsletters:** Newsletters allow Women Deliver to activate its community with pointed calls to action. Women Deliver's main newsletter list has more than 34,000 subscribers. This does not include the conference newsletter – developed to be a source of conference-related news and updates – with more than 15,000 additional subscribers.

- **Social Media**: Social media has always been one of Women Deliver's strongest assets, and engagement numbers prove that the messages are resonating: 150,000 Twitter engagements (15% growth compared to the previous year), 620,000 Facebook engagements (2% growth), 17,000 LinkedIn engagements (16% growth), and 29,000 Instagram engagements (45% growth).

- **Conference Media**: The WD2019 conference earned 2,559 total stories in over 80 countries, including 988 original and 1,571 syndicated pieces. Top-tier outlets included Reuters, the New York Times, Canadian Broadcasting Corporation (CBC), British Broadcasting Corporation (BBC), Forbes, CNN, Washington Post, Bloomberg, Huffington Post, and the Associated Press.

- **Evidence-Based Advocacy:** Evidence-based, digital-first communications is vital as the world adjusts to increasingly working virtually. We also work to ensure our digital products are broadly accessible by optimizing for low bandwidth and mobile users. Women Deliver led the way, launching the #BiggerBolder campaign in early March 2020, giving advocates around the world a virtual platform to continue their advocacy in the wake of the cancellation of the Commission on the Status of Women (CSW64). Women Deliver also quickly pivoted advocacy and communication efforts toward the investment case and applying a gender lens to COVID-19 response and recovery. Women Deliver helped shift the narrative around girls and women from victims of the pandemic to essential actors and leaders in addressing the crisis by leveraging bilateral relationships, crafting and sharing messages with partners, penning and placing op-eds, launching dedicated evidence-based webpages, and engaging a worldwide audience. This digital-first, evidence-based approach continued throughout 2020 as Women Deliver leveraged a new trilingual microsite to explain and advance the goals of Generation Equality Forum, targeting fence-sitters to make significant contributions to the Forum's official Action Coalitions. The microsite, launched in October 2020, has had over 2,092 unique visitors and over 2,438 page views.

Communication setup for 2021

Despite a reduced organizational size, Women Deliver will continue its investment in evidence-based advocacy and communications – with four dedicated communications professionals – including an overall senior focal, a digital engagement specialist, and two communications strategists. In addition, Women Deliver will retain an external communications firm to bolster support during the next global Conference and key policy

windows, and retain other professionals as consultants, such as graphic designers and writers.

Theory of Change

Policy influencing and advocacy seek to influence the opinions and decisions of people and organizations. In the context of Women Deliver's theory of change, the aims of its policy influencing and advocacy are to create or change policies, laws, regulations, distribution of resources or other decisions that positively affect gender equality and SRHR and to ensure that such decisions lead to concrete change. As part of Women Deliver's refreshed **Theory of Change** – communications tactics and strategies comprise a key component of Women Deliver's change pathways.

Communication tactics and strategies form a core component of Women Deliver's four policy levers and is seen as part of the causal mechanisms for creating change to promote gender equality. For example, effective communications, including translation, dissemination, and socialization, of a strong evidence and investment case for gender equality, is necessary for leaders to shift awareness, beliefs, and mindsets of actors who have not fully considered or prioritized gender equality in the past, including decision makers. Communicating and sharing the investment case for gender equality can be an effective way to increase the willingness of actors to undertake gender-transformative change and implement policy.

Women Deliver has developed a series of **Tactical Theories** aimed at achievement of outcomes (immediate, intermediate, and ultimate). Two of the four Tactical Theories have an implicit communications element including:

1) Messaging and Framework Theory – developing and disseminating messages to target audiences in order to change attitudes, get increased agreement or prioritize an issue and solution; and

2) Media Influence Theory – conducting media advocacy campaigns, developing press releases, holding public events, and disseminating research in order to increase media coverage of the issues and increase visibility of the message. Through evidence-based advocacy and communications, WD makes gender evidence central to efforts to achieve gender equality and SRHR.

As appropriate, Women Deliver will **also amplify the tools and resources** of their partners that advance common advocacy objectives. Women Deliver will use a thoughtful and participatory process to ensure girls and women engaged in advocacy in lower-and-middle-income countries (LMICs) to inform *what* is communicated and *how* it is communicated. To strengthen trust and build credibility with both change-makers and donors, Women Deliver will ensure that voices of advocates championing gender equality and SRHR in LMICs are centered in communications products. For example, WD will profile stories of change and impact told by advocates and influencers that are advancing important policy and advocacy efforts at the country-level. Such narratives will comprise lessons learned and highlight the dynamic and complex nature of advocacy and policy work as it pertains to gender equality

and SRHR. WD will further use peer-to-peer exchanges, amongst Young Leaders for example, that will provide opportunities for sharing information, networking and developing collaborative efforts.

Across all levers, and in line with its Transformation, Women Deliver is committed **to strengthening diversity and inclusion in the design of its programs and advocacy, including convenings.** Such efforts will include increasing accessibility and multi-language translating of evidence and findings, as well as ensuring that targeted communications amplify the voices, experiences, and perspectives of all girls and women, including young people and people who are in marginalized groups, who are change-makers in LMICs.

Specifically related to the **Conference, Women Deliver's main convening platform – enhanced communication strategies** include disseminating a "1 Year Out" impact assessment of key actions taken by delegates after attending the Women Deliver 2019 Conference, and the results of a Global Community Consultation that recently (late 2020) surveyed more than 5,000 advocates about their needs and goals for the next Women Deliver Conference. These new communications approaches, which share learning and impact from the Conference, will be disseminated between March-September 2021.

Women Deliver – Communication Plan 2021-2023

What? (the message)	**When?** (the timing)	**How?** (the mechanism)	**Audience(s)**	**Responsible**
To drive impact and concrete action at the global, country and community levels, WD must create space where advocates 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, African Union Summit, 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 (donors, private sector, leaders) 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 target these messages to the participants of WD2022 and other convenings, as well as fellow advocates and decision-makers.	Women Deliver, working closely with partners, incl. Denmark, including via the WD2022 Communications and Advocacy Group. Women Deliver will explore press opportunities with Danish ministers in connection with Generation Equality Forum in 2021, facilitate meetings/interviews with Youth Advocates and Deliver for Good advocates, and host interviews with Danish high level 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 in the fora where policies and programs are developed.	Women Deliver will host and support a Global Dialogue (exact format TBD), which is a mechanism for participation and engagement during the lead up to the conference. This will be catalyzed around the Generation Equality Forum or the WD2022 launch period and will include a virtual	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 and other diverse advocates from around the world. 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 the organizations network of trusted advocates from LMICs.. Advocates will be supported to meaningfully	The primary audience of these messages are decision-makers and those who create platforms and fora where key 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 Missions to engage in communications and advocacy activities.

What? (the message)	**When?** (the timing)	**How?** (the mechanism)	**Audience(s)**	**Responsible**
	platform, satellite events, and other pathways for global participation.	participate through speaking opportunities, panel seats, and committees to co-create the convenings. Women Deliver will use these various owned channels as well as earned media to drive the messages around meaningful participation in decision-making platforms and fora.		Danish participation on Global Dialogue – jointly with SRHR Action Coalition leadership may be feasible
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, including as WD2022.	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. media interviews and op/eds), paid channels (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 advocates from LMICs to participate in Women Deliver's capacity strengthening and knowledge sharing opportunities.	Women Deliver, working closely with partners, including partners who work with advocates from LMICs around the world. WD will work especially closely with the Young Leaders and Deliver for Good Advocates to strategize around the co-development of the programming itself as well as the communications elements. WD propose working closely with Denmark to create messaging that would resonate with decision-makers and funders, as well as to reach more advocates from LMICs and/or those who are young, marginalized, or from underrepresented groups.
Advocates and other organizations from LMICs should be able to influence decision-makers	Women Deliver will leverage various policy windows to ensure more advocates from LMICs are able to	Women Deliver will share access and influence with advocates from LMICs, and use communications to encourage others to do the same (e.g. sharing best practices with CSOs through webinars or social	WD will be targeting decision makers with advocacy messages around more inclusive decision-	Women Deliver, working closely with partners including advocates from LMICs, such as Young Leaders and Deliver for Good Advocates, as well as

What? (the message)	**When?** (the timing)	**How?** (the mechanism)	**Audience(s)**	**Responsible**
directly, for themselves, about decisions affecting them.	influence decision makers directly, including through WD2022.	media takeovers to "pass the mic" to Deliver for Good and Youth 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 Deliver for Good and Youth advocates on why they should be at the decision-making table).	making. WD will also be targeting other CSOs with messages to share their power and access.	decision makers who share a belief in inclusive decision-making, such as Denmark. 2-3 media interviews with youth advocates to be channeled through Danish media leading up to WD2022 or *on the road* from Paris (Generation Equality Forum) to WD2022.
The world must invest in girls and women, in all their diversity, to deliver progress for all.	This messaging will be infused throughout all of Women Deliver's work.	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. 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 centering girls and women in all COVID-19 response efforts is essential for a stronger recovery from the pandemic.	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 decision-makers, and some is aimed at the sphere of influence around them, such as other advocates and the media.	Women Deliver, working in close partnership with key partners bilaterally, through communications taskforces, and through conference working groups.

Annex 8 - 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 wellbeing 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%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%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. The SDG Tracker became known as the EM2030 report on SDGs and the first-ever global tracker to monitors the SDGs with a gender lens was launched at WD2019 (see the section on the SDG Gender Index below).

- **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. As a result, 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.

- **Gender Equality Advisory Council (GEAC) for G7:** As a member of the Gender Equality Advisory Council (GEAC) for the French Presidency of the G7 in 2019, Women Deliver helped drive political commitment by the G7 and other governments for gender equality. In GEAC's recommendations, Women Deliver championed both economic empowerment-related law focusing on parental leave and unpaid care work and health laws and policies calling out sexual and reproductive health and rights, including access to safe abortion, contraception, and comprehensive sexuality education. Notably, Women Deliver developed the first draft accountability framework, designed to hold governments accountable to their commitments. Thanks in part to Women Deliver's advocacy, most G7 countries committed to working on at least one law tofurther gender equality, while Australia, Chile, India, and Senegal, took similar steps. Also as a member of the Gender Equality Advisory Council (GEAC)for the Canadian Presidency of the G7 in 2018 working in collaboration with others on the committee and civil society leaders, Women Deliver seized the opportunity to push for meaningful change and commitment to gender equality with world leaders. Women Deliver leveraged its engagement and leadership on two of the council's working groups. The Women's Empowerment and Gender Equality (WEGE) group and the Economic Growth and Gender Equality group provided an important opportunity to advance targeted policy recommendations in the report Make Gender Inequality History. Some of these recommendations were ultimately included in official G7 outcome documents and commitments: the Charlevoix Declaration on Quality Education for Girls, Adolescent Girls and Women in Developing Countries and the Charlevoix Commitment on Equality and Economic Growth.

  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. Moreover, 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 five results provide insight into the important linkages between global action and national level impact:

- **Young Leaders Program:** Through this program, advocates were provided with training, small grants, support around speaking opportunities, access to multi-country convening 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.

- **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.

- **Deliver for Good Campaign (Global):** From its establishment in 2016 with 10 founding partners, the Deliver for Good Campaign has grown to more than 450 organizations that are working together to fuel concrete action and implementation of the SDGs with a gender lens at global and national levels. At the global level, Women Deliver's efforts have considerably strengthened the evidence base around girls and women as the drivers of progress for the SDGs through the development, dissemination, and annual updates of a series of 12 policy briefs and infographics, one for each of the Campaign investment areas (available in both English and French). In partnership with high-level influencers, including Her Royal Highness, Crown Princess Mary of Denmark, Women Deliver successfully increased awareness and knowledge around the 12 investments areas.

  Women Deliver has also made significant progress during the 12-month bridge grant in 2020. Women Deliver's strategic advocacy helped ensure the application of a strong gender lens in international COVID-19 response and recovery policies, investments, and programs — ranging from direct advocacy and engagement with the UN Secretary General to the World Health Assembly and the UN General Assembly. The following three results provide insight into the ability of Women Deliver to advocate for a COVID-19 lens in the SRHR and gender equality communities.

- **2021 Generation Equality Forum:** Women Deliver staff also provided strategic inputs for the 2021 Generation Equality Forum, which will be a pivotal global moment to accelerate action for gender equality and the health and rights of girls and women, with the imperative to build back better from COVID-19. These inputs have included counsel to UN Women on the development and objectives of the Forum agenda and Action Coalitions, with the aim to galvanize bigger, bolder commitments for gender equality, as well as providing recommendations for engaging key actors, especially government and the private sector, in the process.

- **Deliver for Good Campaign**: The Deliver for Good Campaign saw major successes at both the global and country level. In collaboration with Campaign Partners and Allies, an open letter from the Campaign members urged decision-makers and leaders to apply a gender lens to COVID-19 response and recovery efforts — which secured 700+ organizational sign-ons to showcase a collective voice that was then shared in direct engagement with key

stakeholders, including heads of UN agencies and regional bodies. Reflecting on evolving priorities in the global space, the Campaign has also undergone a deep, meaningful consultation in 2020 with global and country partners to develop a new five-year strategy. Encompassing a more focused and refined theory of change and centered on a holistic approach to collaborative work that merges national advocacy engagement with global amplification and critical policy windows, the new strategy will be completed in Q1 2021.

At the country level, nomination of the new country (Kenya) campaign convener, the Center for Rights Education and Awareness (CREAW), has led the way for new work planning with a COVID-19 lens. The Kenyan partners have been actively engaged in Kenya's response to COVID-19 and with the finalization of the coalition's workplan, which applies a COVID-lens to all activities. President Kenyatta used campaign messaging in remarks at the UNGA regarding centering the voices and experiences of girls and women as the country responds to COVID-19 and more so drives its development plans forward. The Deliver for Good Senegal coalition adapted much of its work plan activities to virtual formats, a notable pivot as the local advocacy environment generally had not prioritized online work prior to COVID-19.

Deliver for Good Kenya carried out multiple in-person training sessions with the goal of 1) safeguarding the land rights of over 200 marginalized women, and 2) equipping 30 journalists with the knowledge and resources needed to write compelling stories on adolescent SRHR in Kenya. Deliver for Good Kenya also established a surveillance tool to collect data on the prevalence of gender-based violence (GBV) during the COVID-19 pandemic to inform a forthcoming advocacy campaign calling on the government to take action on its commitments to ending GBV throughout the country. Deliver for Good Senegal partners met regularly with civil society organizations, religious and government officials, the private sector, and multilateral actors to make a strong case for the need to prioritize girls and women's access to clean energy, SRHR, and education in Senegal during the COVID-19 pandemic and beyond.

- **#BiggerBolder Campaign:** Evidence-based, digital-first communications was vital in this period, as the world adjusted to new ways of working and advocating virtually. Women Deliver led the way, launching the #BiggerBolder campaign in early March 2020, giving advocates around the world a virtual platform to continue their advocacy in the wake of the cancellation of the Commission on the Status of Women (CSW64). Women Deliver also quickly pivoted advocacy and communication efforts toward the investment case and applying a gender lens to COVID-19 response and recovery. Women Deliver helped shift the narrative around girls and women from victims of the pandemic to essential actors in addressing the crisis by leveraging bilateral relationships, crafting and sharing messages with partners, penning and placing op-eds, launching dedicated evidence-based webpages, and engaging a worldwide audience. This digital-first, evidence-based approach continued throughout the year as Women Deliver leveraged a new microsite to explain and advance the goals of Generation Equality, targeting fence-sitters to make significant contributions to Action Coalitions.

Annex 9: Further enhancement for 2021 and beyond

Given their new Strategic Plan, WD has adopted a program approach – ensuring there are clearly defined goals, a thorough analysis of underlying contributors, a more explicit theory of change (with global and tactical theories), a coherent set of initiatives, and are building internal accountability systems. WD will develop and use key performance indicators across their funding streams (funders supporting the new Strategic Plan) to generate evidence to validate the assumptions behind their new Theory of Change. As they implement a program approach, WD will continuously refine and adapt their M&E systems to ensure they are adequately capturing how and why their program is performing and incorporating lessons learned to refine their approach.

With a more focused size and approach MEL is more directly integrated across the organization, from the program team members who monitor progress, collect data, and capture lessons learned, to MEL focal points who help compile data and further tool development, to Senior Management who develop action plans for variances, lead in narrative analysis, and ensure systems are being used effectively.

Often in advocacy and policy work, the exact shape of results is unknown at the start of planning. So are the pathways that lead to this change or the exact nature and quantity of progress markers or indicators that is needed to indicate whether a change is likely to happen/has happened.

To test their new Theory of Change, WD is piloting the use of monitoring and learning methodologies that have been identified by the development community as particularly relevant for monitoring and evaluating advocacy and policy influence. To advance the monitoring and learning goals, WD will explore using methods such as: appreciative inquiry, qualitative comparative analysis, and Outcome Mapping. Over the years, WD has learned that advocacy and policy efforts need results frameworks that are flexible and able to evolve with implementation. Moreover, as policy and advocacy is often done in coalitions, M&E needs to help untangle which actors contributed to results and how. The need for frequent adaptations of activities (and sometimes strategies) amplifies these challenges, as the shape of an intervention and the results it aims to achieve can change during implementation.

In advocacy and policy work, result frameworks should signpost implementers to progress markers and data that will provide them relevant and adequate indications of their progress, without constraining them to defined targets, indicators and activities that do not enable changes. At the same time result frameworks should give funders enough confidence of the kind and level of results the intervention will achieve. Based on WD MEL learning and the aim to foster adaptive management, WD is planning to pilot the use of monitoring and learning methods, such as Contribution Analysis and Most Significant Change, with the outgoing Humanitarian Advocates Program, and Young Leaders Program. WD is aided by Kore Global, an expert in this area, to help WD continue its commitment in tracking both qualitative and quantitative changes at impact and outcome levels in order to better understand how change happens within the advocacy space; and how WD is contributing to significant and lasting change. WD's goal as an advocacy organization is to ensure they get the balance right in

upholding the important goals of accountability and transparency while taking in the complexity of the real world in which advocacy happens.

Annex 10: Special Annex

Achieving Country- and Regional-level Impact
Lessons Learned and Adapted Approach

A Pilot Approach

Between 2018 and 2020, WD piloted a coalition-based advocacy model in Kenya and Senegal as a part of the Deliver for Good campaign. This model and approach were WD's first foray into country-level partnerships with financial support. The goal was to bring stakeholders working towards gender equality, from across issues and sectors, together to influence national-level implementation of the Sustainable Development Goals (SDGs).

The model itself provided subgrants to a national-level women's rights organization (WRO) with which to build partnerships and convene a coalition of stakeholders from diverse sectors. The current country conveners are Center for Rights Education and Awareness (CREAW) - Kenya, Energy 4 Impact (E4I) - Senegal, and Réseau Siggil Jigeen (RSJ) - Senegal. The coalitions were tasked with developing and implementing (year-to-year) advocacy strategies around 2-5 of the Campaign's Investment Areas (e.g. GBV, climate and energy, or education) based on the country context.

The convening organization was responsible for coalition partnership-building, engagement, and management; ensuring simultaneous execution of advocacy activities across all prioritized policy issues; creating and overseeing the campaign's communications and marketing strategy; facilitating decision-maker engagements; and financial management and disbursement to partners to fund advocacy activities as approved in the campaign workplans. The convener, as a subgrantee, also held administrative and grant management responsibility to maintain compliance with WD and its institutional donors.

Lessons Learned

As with any program pilot, several lessons were learned and documented throughout, both by the partners and WD. Engaging in a collaborative learning process was a core component to WD's Strategic Planning and to revising the program approach. Through a series of conversations and consultations between August 2019 and October 2020, WD and country partners aligned on the lessons learned, prioritizing them based on feasibility for adjustment, and to sustaining the work thus far started and strengthening WD's overall country-level impact. Some of the key lessons are included here:

- Partners expressed that the pilot campaigns had many components to execute on simultaneously as well as high, yet undocumented, expectations. Programmatically each convener was simultaneously responsible for convening, campaigning, communications, cross-issue policy influencing, and capacity building on cross-sector stakeholder engagement. Relatedly, each partner(s) was responsible for reporting

progress on a quarterly basis, for a grant of 1 year, against impact-level indicators. Not only was momentum and progress interrupted by such a reporting schedule, partners' own limited internal resources and capacity to do monitoring, evaluation, reporting, and learning (MERL) (a challenge outside the scope of WD's partnership, but with residual effect) led to unrealistic requirements. **Partners' key recommendation for a revised model is that it be programmatically simplified and narrowed in scope to allow for deeper and more meaningful collaboration and advocacy, and administratively lightened to lessen the convening organizations' burden and bureaucracy.**

- Partners also expressed having limited ownership of the work itself at the outset. They were beholden to a globally defined campaign model (as detailed above) developed mostly by the WD team with input from donors and Deliver for Good global advisory group partners. There was limited input from national partners themselves in the overall campaign model creation. This affected partners' level of engagement, the convener's ability to sustain a coalition, and overall advocacy implementation and impact. While adjustments were made during the pilot, in both countries, to address these experiences, **it is recommended that WD further enable country partner's leadership to adapt, modify, and own the campaign model in earnest, sustaining their work over longer periods of time.** As WD embarked on a new phase of country programming, current country partners were brought in at an early stage to co-create the mission, vision, and objectives for the revised country model.
- Crucial to addressing the two lessons explained previously, as well as others, is that a revised model integrates collaborative and participatory processes to develop and evaluate the program. Partners' felt, for example, that the results framework – which was developed before their engagement began – didn't adequately reflect, capture, or communicate the work of the campaign or their advocacy accomplishments. Paired with tight reporting timelines, partners felt the program and results management framework to be too output-oriented while the expectations were for concrete impact. Even with adjustments made during the pilot, **partners recommended WD engage with them in a more participatory manner – throughout the program period – to co-develop management tools such as the results-framework and MERL processes to mutually define the activities and metrics of success.**

A Revised Model

WD continues with an inclusive and participatory process with the three country conveners, as well as regional partner, the African Women's Development Network (FEMNET) to action the learnings, revising the model for country-level impact, and proposed a new approach to achieve regional impact.

In alignment with WD's Theory of Change, WD's commitment to more inclusive advocacy, and country partners' priority needs, WD's country model and regional approach will: (a) resource local women's rights organizations (WROs) for collective action at the country-level; and (b) facilitate the participation and engagement of WROs (i.e., country partners) to influence gender equality and SDG-related policies, practices, and investments in African regional policy windows.

The joint country and regional model will also enable WD to engage these partners concretely in the development of the WD2022 conference program, facilitating not only their access but leadership within it, and facilitate their participation in the program itself to profile their work and leadership. The country programming will be a holistic component of WD's overall strategy, ensuring that the conference exists as a continuation and pinnacle of convening and advocacy across many countries, with national influencing and impact at its core.

Country-Level Approach

Building on the partnerships already established during the pilot, WD will provide **convening funds to a select number of organizations in Kenya and Senegal to support their ongoing collective advocacy for gender equality and SDG implementation.** WD's support will facilitate collaboration among WROs and provide needed resourcing to organizations who have articulated resourcing challenges for advocacy, particularly for collective action and cross-sector partnerships.

In convening and collaborating, partners will define their advocacy priorities based on the needs of girls and women in their context and corresponding policy opportunities as opposed to the Deliver for Good Investment Areas. This approach provides partners the autonomy and ownership to develop contextually relevant advocacy goals and activities, adapt in the face of crisis such as the COVID-19 pandemic, and align with emerging policy windows (such as WD2022) to progress meaningfully towards impact.

Regional-Level Approach

To effect regional-level influence and impact, this model will support partners to work in collaboration on a regional advocacy agenda. **The collective agenda will both uplift their own advocacy priorities while also unifying their voices and leadership, as advocates, in the region.** Collectively, the partners will also define the policy windows, as well as specific policy-makers, in which to anchor their advocacy and direct their influencing. These policy windows may include the African Union, IGAD, the ECOWAS, or the UN Regional Sustainable Development Forums. It is also anticipated that regional convenings will help prepare advocates to co-create and embrace the policy opportunities provided by the WD2022 Conference. Similarly, partners will scope and map out a partnership plan that seeks to introduce and engage more partners – from across the African region – to the

country partners' work and regional agenda.

Annex 11: Process Action Plan: Women Deliver, New Commitment 2021-2023

Updated: 21.01.2021

Time line	Activity	Documentation	Responsible
14 August – 28 August 2020	Public hearing	Done	ELK
3 September 2020	Programme Committee meeting	Done	ELK
November 2020	Progress report bridging grant for commencement – 30/9-20	Received Progress report – narrative and financial	Women Deliver
December 2020	Dialogues with Women Deliver on progress for bridging and on new grant.	Done	GJL/Women Deliver
4 January – 22 February 2021	Preparation of project document	Programme Document	GJL/Women Deliver
22 January 2021	Briefing of MNS management re the process, timeframe and financial size of the grant.		MNS – team lige
27 January 2021	Progress report bridging grant for 1/10 - 31/12-20	Progress report – narrative and financial	Women Deliver
10 February 2021	Discussion of first draft	Draft programme document	Team lige & Birthe
10 February 2021	Dialogues with Women Deliver on progress for bridging and on new grant.		MNS & Birthe/Women Deliver
23 February 2021	Send project documents package to Appraisal team	Project document package	MNS & Birthe
4 March 2021	Confirm meeting agenda for UPR	Development Policy & Tools	MNS
24 Feb – 12 March 2021	Appraisal	Appraisal report	ELK
15 – 24 March 2021	Final adjustments of project document		MNS & Women Deliver
24 March 2021	Project Document and Appropriation Cover forwarded to ELK for distribution to UPR	Final Project Document and Appropriation Cover	MNS
15 April 2021	Council for Development Policy	Minutes of meeting	MNS & ELK
Week 17/ End April 2021	Presentation of project proposal to the Minister for Development Cooperation	Signature	ELK
End April 2021	Signing of agreement with Women Deliver	Legally binding agreement	MNS & Women Deliver

Summary of recommendations of the appraisal

Title of Project	**Championing Gender Equality, SRHR, and Girls and Women - Support to Women Deliver's Work Program 2021-23**
File number/F2 reference	**F2 No: 2019-45100**
Appraisal report date	**23. March 2020**
Council for Development Policy meeting date	**15 April 2021**
Summary of possible recommendations not followed Agree to all recommendations	

Overall conclusion of the appraisal: The proposed Danish support is to the a new phase of "Championing Gender Equality, SRHR and Girls and Women", which is included in Women Deliver's Work Program 2021-2023" with a 3-year commitment of DKK 30 million (2021-23) is fully justified.

The Project is in line with the goals set out in The World 2030 on gender equality and in the Strategic Framework for Gender Equality Rights and Diversity. This includes Denmark's commitment to promote and strengthen support for women and girls' rights in particular their right to their own body. The support is also aligned to the ambitions of the Minister for Development Cooperation to strengthen Danish support for women and girls' rights, particularly their sexual and reproductive health and rights. Overall, all priority themes are aligned to Danish priorities (violence, abortion, stigma, youth and access). The proposed focus on sexual and reproductive health and rights is fully justified.

Women Deliver is widely recognized as a key player and advocate for gender equality and the health, rights, and well-being of girls and women. Women Deliver stands out as an extraordinary organization when it comes to convening Global Conferences for promotion of women's rights bringing international leaders and advocates to the table to promote women and girls' rights. Women Deliver has a diverse and strong network including the private sector. DK has a long-standing working relationship with Women Deliver, and the organization is an active partner in international fora pursuing Danish goals to achieve full gender equality and women and girls' rights to decide over their own bodies. The AT finds that the rationale for selecting Women Deliver as a partner is fully justified.

A Danida review (2020) of the Danish support to Women Deliver, concluded that the organization is relevant in the SRHR space and acknowledged the importance of Women Deliver as a leading global advocate for gender equality within the area of SRHR. The review also pointed to a need for improving accountability and transparency within the organization.

In 2020, social media called out Women Deliver for having a toxic work environment with racist practices. In June, the Board of Directors launched an independent evaluation. The evaluation did not find any racists practices within the organization, but pointed towards a working environment being stressful due to a top-down management style, which was strained – in part – due to rapid organizational growth without proper personnel systems to match the rapid growth. The CEO decided to vacate the position in order to allow the Board to take a fresh look at the organization and make necessary adjustments within the organization. During this process, WD has undergone a significant downsizing, and is in the process of revisiting and enhancing policies, strategies and systems, including building international accountability systems and addressing other shortcomings raised by the Danida review in 2020.

The AT recommends that Denmark continue to provide financial support to Women Deliver for the next three years. Due to the transition within Women Deliver, and uncertainties in regard to the future funding situation of the organization, the AT recommends that a review is undertaken (end of 2022/beginning of 2023) focusing on the funding situation of Women Deliver, assessing the implications for continued Danish financial support; and a focus on progress of the on-going organizational changes.

Recommendation by the appraisal team	**Follow up by the responsible unit**

Recommendation: A Danida review is undertaken (late 2022/beginning 2023), based on ToR which includes, in addition to standard requirements for a review as outlined in AMG 2020, the following (i) a focus on the funding situation of WD, assessing the implications for continued Danish financial support; (ii) assess to what extent reporting reflects the involvement of men/boys; (iii) WD being in a transition phase, assess the progress in terms of WD's organisational changes including, among others, the Board's role and responsibilities.	

I hereby confirm that the above-mentioned issues have been addressed properly as part of the appraisal and that the appraisal team has provided the recommendations stated above.

Signed in Copenhagen on the 23 March 2021

Susanne Wendt

Appraisal Team leader/ELK representative

I hereby confirm that the responsible unit has undertaken the follow-up activities stated above. In cases where recommendations have not been accepted, reasons for this are given either in the table or in the notes enclosed.

Signed in…….on the……..

Head of Unit/Mission

Ministry of Foreign Affairs – Danida

APPRAISAL REPORT

Championing Gender Equality, SRHR, and Girls and Women
Support to Women Deliver's Work Program 2021-23

23 March 2021 **F2 No: 2019-45100**

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Annex 4: Revised Results Framework 2021-2023 (to be included when the draft project document is ready)

Abbreviations

WD ..... Women Deliver
AT..... Appraisal Team
INGO…….International Non-Governmental Organisations
CSO ..... Civil Society Organisation
DKK..... Danish Kroner
EU..... European Union
EUR..... Euro
M&E..... Monitoring and Evaluation
MFA ..... Ministry of Foreign Affairs of Denmark
NGO ..... Non-Governmental Organisation
ODA..... Overseas Development Assistance
PD..... Programme Document
SDG..... Sustainable Development Goals
SEAH …….Sexual exploitation and abuse and sexual harassment
SRHR..... Sexual and Reproductive Health and Rights
ToR..... Terms of Reference

1. Introduction

Denmark has supported Women Deliver (WD) since 2007, where WD was established as "a movement" to step up actions and commitments to address high mortality rates. The same year WD convened the first Women Deliver global conference in London to mark the 20th anniversary of the Safe Motherhood Initiative. At that time, no similar platform existed, and it was considered critical to bring together the maternal and reproductive health communities to agree on a unifying agenda and common messages to advocate for the advancement of MDG 5.

Since then Women Deliver has convened global conferences every three years, attracting an impressive number of high-level officials. In 2016, WD convened a global conference in Copenhagen. From the Danish side the conference high level-officials attended, including HRH Crown Princess of Denmark, in her role as a protector for the conference.

In 2009, WD was established as an international not-for-profit organisation with the global mandate to 'promote and advance maternal health as a core element of the global development agenda, serve as a global source of information for advocacy and action, develop and disseminate messages, tools, and other advocacy resources to support a broad community of stakeholders through meetings and conferences globally, regionally, and nationally, and through a dynamic and interactive web presence'.

Over the years, WD has increasingly moved beyond convening conference towards a global advocacy organisation that champions gender equality and health and rights of girls and women. Anchored in sexual and reproductive health and rights (SRHR), WD advocates for the rights of girls and women across every aspect of their lives. In addition to directly advocating for gender equality and SRHR with key decision makers, WD works to provide advocates with the support they need to influence positively the lives of girls and women globally, nationally and locally.

During the second half of 2020, social media called out WD for having a toxic working environment with racist practices. This led to an independent evaluation of WD. The evaluation did not find any evidence of racist practices within the organisation, but pointed at serious organisational challenges, due to a rapid organisational growth without proper personnel systems to match this growth. The CEO decided to vacate her position in order to allow the Board to make necessary adjustments of WD.

WD is still in the early stage of the required organisational and operational changes, with a significantly reduced number of staff, and the organisation is in the process of prioritizing focus areas and activities based on their strategic plan 2021-25. The AT acknowledges this process, as it is important and necessary to prioritize existing focus areas to fit the current resources and expertise. The AT noted and welcome that the prioritization process is based on an inclusive and participatory approach, ensuring ownership among staff in the organisations.

Denmark has supported WD with a total of DKK 67.2 Million (since 2007), lastly with a bridging grant in 2020 for earmarked support to WD's advocacy work and programme Deliver for Good campaign globally and in Kenya.

The proposed Danish support is to the a new phase of "Championing Gender Equality, and Girls' and Women Support", which is included in Women Deliver's Work Program 2021-2023" with a 3-year commitment of DKK 30 million (2021-23).

The programme will focus its activities in ODA-eligible countries, with a specific focus on supporting women's rights organisations, young people, and advocates from marginalized groups.

2. Context of the Appraisal

The appraisal took place in February/March 2021. The appraisal team (AT) consisted of Susanne Wendt, Department of Evaluation, Learning and Quality (MFA), and Saida Ahmidou Boukaddid, Department of Financial Management.

The purpose of the appraisal is to provide an assessment of the proposed project and quality assurance of the project document (including annexes) according to the "Danida Guidelines for Strategic Frameworks and programmes and projects (November 2020). The scope of work is defined in details in the ToR for the assignment (Annex 1). A list of documents consulted is included in Annex 3.

Due to COVID-19 restrictions, interviews were conducted via teleconferences (see Annex 2). While this approach worked relatively well, teleconferences have some limitations, e.g. restrictions in terms of interviewing a broader range of stakeholders, which makes the triangulation of information/data difficult. An important reference document for the AT is the MFA review of WD in 2020. Findings and recommendations presented in this report are those of the Appraisal Team (AT).

The approach of the appraisal is slightly different from traditional appraisals. The appraisal process has been very interactive; where the AT has cooperated closely with WD and MFA staff responsible for developing the project documentation, and adjusting the draft project document based on on-going discussions and recommendations made by the AT.

The AT would like to thank staff at WD for their genuine interest and participation in the discussions, and actively working on the draft document as the appraisal proceeded. The AT also acknowledges and appreciates the openness of staff interviewed, and WD's contribution to make this appraisal a constructive and fruitful process.

3. Overall rationale and justification

The AT finds that the objectives outlined in the programme document are relevant in a global SRHR context and compatible with Danish development policy.

The Programme is in line with the goals set out in The World 2030 on gender equality and in the Strategic Framework for Gender Equality Rights and Diversity. This includes Denmark's commitment to promote and strengthen support for women and girls' rights in particular their right to their own body, and it will contribute to Denmark's commitment to strengthen civil

society in developing countries. The support is also aligned to the ambitions of the Minister for Development Cooperation to strengthen Danish support for women and girls' rights, particularly their sexual and reproductive health and rights. Overall, all priority themes are aligned to Danish priorities (violence, abortion, stigma, youth and access). The proposed focus on SRHR is fully justified.

The project is also well aligned to the Sustainable Development Goals (SDG) including SDG3 (Good Health and Well-Being), SDG5 (Gender Equality), SDG16 (Peace, Justice and Strong Institutions) and SDG 17 (Partnerships for the Goals).

3.1. Justification and rationale for the selection of partner

The rationale for selecting WD as a partner is fully justified. WD stands out as an extraordinary organisation when it comes to convening Global Conferences for promotion of women's rights bringing international leaders and advocates to the table to promote women and girls' rights. WD is widely recognized as a key player and advocate for gender equality and the health, rights, and well-being of girls and women. WD has a diverse and strong network including the private sector. DK has a long-standing working relationship with WD, and the organisation is an active partner in international fora pursuing Danish goals to achieve full gender equality and women and girls' rights to decide over their own bodies.

A Danida review (2020) of the Danish support to WD, concluded that the organisation is relevant in the SRHR space and acknowledged the importance of WD as a leading global advocate for gender equality within the area of SRHR. However, the review also concluded that there was an urgent need for WD to improve on accountability and transparency of their operations towards a donor like Denmark.

In 2020, social media called out WD for having a toxic work environment with racist practices. In June, an independent evaluation was launched by the Board of Directors to investigate the testimonies. The evaluation did not find any racists practices within the organisation, but pointed towards a working environment being stressful due to a top-down management style, which was strained – in part – due to rapid organisational growth without proper personnel systems to match the rapid growth. The CEO decided to vacate the position in order to allow the Board to take a fresh look at the organisation and make the necessary recalibrations within WD. The evaluation came up with more than 140 recommendations. The AT found that WD has taken comprehensive action to accommodate all recommendations.

During this process, WD has undergone a significant downsizing, and has expressed preparedness to revisit and enhance policies, strategies and systems, including building international accountability systems and addressing other shortcomings raised by the Danish review team.

Furthermore, WD has re-examined their strategy framework (2021-25) and prioritized what should remain "core" activities for Year 1 and 2 of the strategic period. Among the priorities are

that WD will increase accessibility, and amplify their activities to include marginalized groups from LMICs.

Other priorities include to strengthening results monitoring and learning in order to demonstrate how advocacy strategies ensure stronger policy influencing and directly impact girls' and women's lives in LMICs.

The AT finds that the selection of partner is fully justified.

3.2. Recommendations – MFA Program Committee

The internal MFA Programme Committee (PC) (9 September 2020) discussed the concept note for the proposed support to WD. Overall, the AT finds that all recommendations provided are responded to in the draft project document.

Below listed in more details, recommendations made by the MFA Program Committee and the response as presented in the draft project document and discussed with WD.

Recommendation	**Reponses**
The need for an improved results framework.	The project's results framework has been improved significantly through close consultations between the AT and WD during the appraisal. The updated and improved results framework is attached to the project document.
The programme document should clarify how cooperation with WD can be used more actively in MFA's normative as well as programme related work.	Annex 7 in the programme document includes a comprehensive communication plan, emphasizing, among others, how MFA more actively can benefit from supporting Women Deliver. For example, strategic use of WD data publications and involvement of Danish Ministers in connection with relevant events, opportunities through satellite events for Danish consulates and embassies to engage in communications and advocacy activities.
The role of men/boys should be highlighted in WD's work.	WD's engagement with boys and men is an underlying tenet in the ToC and Strategic Framework where it is highlighted that reproductive health initiatives must engage boys and men as agents of positive change. Furthermore, MEL data will be disaggregated by gender and on other social axes of differentiation. Young Leaders, including in the project, also includes young men and the AT suggests to consider including a specific indicator (in the

	future) to be able to report on how many young men are part of the YLP cohort and the type of advocacy and policy initiatives in which they are engaged. Likely, other results areas could demonstrate WD's engagement with boys and men, for example, on campaigns that seek to shift harmful gender norms on specific thematic entry points. While it may be difficult to delineate these ex-antes, such results could be captured through the retrospective analyses.
Consider COVID-19 consequences for formulation of the programme.	The risk assessment (annex 6) in the programme document emphasizes, among others, risk response due to COVID-19 with specific reference to the up-coming Global Conference in 2022.
Consider a phased financial approach.	A phased financial approach is included in the programme document. It states that funds will be transferred to WD in an annual cash contribution based on the approved work-plans and budgets.
Ensure that WD prepares a strategic partnership approach, which outlines, among others, how the organization plan to work with local CSOs.	One of the core priorities in WD's prioritization Annex to the Strategic Framework (2021-25) is to strengthening and deepening partnerships and alliances. A work group at WD has been established to work directly with partners on the development and implementation of partnership principles. Specific partnership guidelines for working with grassroot advocates, youth, and funding partners is being developed. The work is anticipated to be finalized by June 2021. This work initially commenced in late 2020 and is picking up in earnest between April - June 2021. WD emphasised that this work is crosscutting and involves all staff.
Closer monitoring of the proposed programme during implementation and closer cooperation between WD and MFA.	The AT finds that the monitoring system suggested in the project document is very solid. WD will monitor the Danish grants as part of its overall monitoring using its already established monitoring system. WD uses a results-based monitoring system assessing progress towards outputs and outcomes.

	Progress is measured on a quarterly, semi-annual and annual basis. To ensure closer cooperation between WD and MFA, the programme document suggests end of year reports focusing on progress towards outcomes and outputs, and two dialogue meetings between WD and MFA discussing progress reports, including achievement, challenges and proposed changes, if any. The AT finds that this management set-up provides for a stronger and closer cooperation between WD and MFA.

4. WD's Strategic Framework 2021-25

The Board of Directors approved the Strategic Framework 2021-25 on 24 February 2021 and at the same time, the Board requested the organisation to prioritize and focus on Year 1-2 activities of the Strategic Framework. This prioritization process was considered necessary because of the new realities of WD, in terms of budget and staff size. A "Prioritization Annex" was prepared through a participatory process in the organisation, and it includes a detailed narrative outlining the key priorities and activities. This document (January 2021) will be translated to a work plan in spring 2021 and submitted to Danida (and, as relevant, to other funders).

The AT commends WD's work on prioritizing their focus areas, taking the new realities into consideration. Furthermore, the AT acknowledges that this process is based on a participatory approach, ensuring ownership from all staff in the organisation.

Women Deliver is still in its replenishment phase, working with existing and new funders to determine their alignment and contributions related to the 2021-2025 Strategic Framework. These current conversations, taken together, will help inform the "work plan" which fully captures the scope of work and deliverables for 2021-2023.

4.1. Women Deliver's governance set-up.

The AT finds that the governance structure of the organisation, while still being consolidated, has contributed to a professionalization of the Board. As indicated above there has been changes within WD, including a significant reduction in the number of staff. The Women Deliver Board in their statement (Oct. 2020) included 17 commitments related to leadership, governance and operations, in addition to the overarching commitment of search for a new CEO for the organisation.

A number of measures have been taken to improve WD's governance structure including, among others, open nomination process for Board seats; ensure continuing diversity of skills and perspectives on the Board; regular and structure dialogue between the Board and employees; ensuring continuing diversity of skills and perspectives on the board, and creating a board

committee to support the organization's ongoing transformation and monitor it progress. The AT finds that the governance structure of the organisation, while still being consolidated, has contributed to a professionalization of the Board.

The AT was informed that the WD Board has appointed the Deputy as an interim President & CEO until the permanent CEO is on-board, to ensure the a stable transition process. The recruitment process for the new CEO started in February and expected to take about 6 months. The aim is to have the new CEO in place by end of summer/Sept 2020. The interim CEO has chosen to create a flat structure in this transition period, to ensure enhanced communication, support, and retention of staff. It is the AT's impression that the staffing plan is reflective of the strategy, the transformation (with increased diversity), and WD's financial realities. The interviews conducted as part of the appraisal process has shown good commitments from staff.

5. Theory of Change

The ToC for the proposed project is based on WD's overall ToC as presented in the Strategy Plan 2021-2025. The overall ToC is very complex with 13 outcomes and some of those seem to overlap. The AT suggests that part of WD's MEL reporting include a focus on whether the causal mechanisms and assumptions, identified for the overall ToC, are valid.

6. Management arrangements

During the mid-term review of Women Deliver (2020), lack of adequate reporting from WD to the MFA was highlighted, but also a need for closer interaction between WD and MFA.

The AT finds that the project document is addressing these issues adequately.

The project document proposes a mid-year progress reporting during the course of the programme period 2021-23, including a short progress report highlighting main activities and achievements as well as main challenges and changes in plans. This report will provide an important input to the dialogue between WD and MFA.

The project document also propose an end of year report, with a focus on outcomes and outputs. This is very much in line with the intention of MFA to focus more on outcomes, to be able to assess what has been achieved, instead of focusing on outputs only. This will also facilitate discussions on learning.

The AT acknowledges that the project document suggests a closer interaction between WD and MFA. This is critical to maintain an adequate dialogue and timely decisions in regard to the projects. The programme does includes improvements in this regard.

6.1. Financial management and budget

The financial management capacity of WD was assessed during the review in 2020. Overall, the review team found that WD has adequate financial and administrative policies that covers the essential areas of budgeting, accounting, internal controls, financial reports and auditing to manage, control and account for received funds.

The financial management and budget are considered adequate in terms of MFA requirements.

7. Monitoring and Reporting

The Danida review highlighted critical points to WD's monitoring and reporting. The project outlines a monitoring system, which is based on WD's own monitoring system. The AT finds this system very well developed and a significant improvement compared to previous monitoring systems within WD.

WD's monitoring system is based on monitoring on a quarterly basis focusing on progress made in relation to work-plans, including lessons learned and challenges encountered. Output focused monitoring is done on a semi-annual basis, and outcome monitoring on an annual basis. The outcome monitoring is measuring progress made towards the expected results, and followed by a narrative report.

The project document includes an overview of monitoring and reporting activities, making it easier to keep track of the monitoring requirements, to ensure timely delivery of the agreed reporting.

Funds will be transferred to WD in one annual cash contribution based on approved work plans and budgets, and satisfactorily reporting on previous funds.

The AT agrees with the proposed mid-term review of the project as stated in the project document. It is proposed to conduct a mid-term review late in 2022 early 2023 (dates to be final agreed upon by WD and MFA).

The AT is suggesting that the budget item for "output 4.1.3: Improved knowledge amongst Women Deliver staff of lessons learned, promising practices and challenges emerging from project implementation" to be financed by WD's own resources. The AT welcomes that WD is prioritizing learning as an important part of their overall monitoring and evaluation framework.

8. Risks Management

Denmark's contribution as % of the total Women Deliver Budget is 11% in 2019, 14% in 2020 and 20% in 2021. The 2021 % is calculated on the basis of income for which WD has already signed contracts. As per the project document WD's estimates that with 2021 being a year leading up to the next Global Conference, and fundraising to commence for the new strategy, the predicted total income level will be higher than the budget , i.e. future fundraising revenue for the conference and expected support for the strategy implementation will decrease % weight of the Danish funding.

At this point in time current bilateral donors such as Canada and Sweden have not yet made commitments to financial support to WD beyond their current funding.

It is recommended that the Danida review planned for 2022/23 carefully assess the funding situation of WD, and assess implications for continued Danish financial support.

9. SEAH

WD's SEAH policy has been further developed and improved, and is in accordance with Danish requirements.

10. Recommendation

Recommendation: The AT welcome the foreseen review of WD planned for late 2022/beginning of 2023) and recommend that the ToR for the review includes, in addition to standard requirements for a review as outlined in AMG 2020, the following (i) a focus on the funding situation of WD, assessing the implications for continued Danish financial support; (ii) assess to what extent reporting reflects the involvement of men/boys; (iii) WD being in a transition phase, assess the progress in terms of WD's organisational changes including, among others, the Board's role and responsibilities.

ANNEX 1

Date: 15 February 2021

F2 no: 2019-45100

TERMS OF REFERENCE

Appraisal of Support to Women Deliver 2021 – 2023

Background and context

Women Deliver (WD) is a global advocacy organization for the health, rights and well-being of girls and women. Women Deliver catalyses action by bringing together diverse voices and interests to drive progress for gender equality, with a particular focus on maternal, sexual, and reproductive health and rights (SRHR). WD was established in 2007 as 'a movement' to create a platform to rally around the need to step up actions and commitments to address the high maternal mortality rate and its debut was the first Women Deliver global conference in 2007 (London in October 2007) to mark the 20th anniversary of the Safe Motherhood Initiative. The initiative was formalised in 2009 as an international non-governmental organization (INGO) with a mandate: *'to promote and advance maternal health as a core element of the global development agenda, serve as a global source of information for advocacy and action, develop and disseminate messages, tools, and other advocacy resources to support a broad community of stakeholders through meetings and conferences globally, regionally, and nationally, and through a dynamic and interactive web presence'*. WD's core activity is as a convener of the Global Conferences advocating for gender equality. Since the first conference in 2007, the Global Conferences have been convened every three years, attracting an impressive number of high-level officials.

Denmark has supported Women Deliver since its first conference held in 2007. Denmark has supported Women Deliver since 2007 with DKK 67.2 Million, last with a bridging grant in 2020 for support to WD's Deliver for Good campaign globally and in Kenya, around the mobilization of cross-sector, cross-issue, and cross-generational stakeholders for gender equality. Denmark's support has been provided partly as core support and partly as soft earmarked support.

The project for appraisal is a new phase of the Danish support to Women Deliver for a total commitment of DKK 30 million for three years (2021 – 2023) provided for the implementation of activities to deliver specific identified results under Women Deliver's Strategic Plan 2021 - 2025. The support is targeted Women Deliver's work program for 2021 – 2023, aiming 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.* The funds are levied from §06.36.03.11.

Purpose

The size of the grant prescript that the project proposal and its documentation be subjected to a quality assurance in the form of an appraisal according to the Danida Aid Management

Guidelines. The quality assurance process, which will be a conducted as a desk appraisal lead by ELK, will take note of the Danida review conducted in 2020. This Terms of Reference is provided as a reference frame for the appraisal.

The purpose of the desk appraisal is to provide quality assurance check of the program document, and the underlying relevant documentation for the proposed support to Women Deliver. The recommendations from the appraisal will feed into finalisation of the programme document before presenting the program to Council for Development Policy (UPR) for recommendation to the Minister for Development for decision. Further, the appraisal will provide inputs and comments on the areas of special interest for Denmark and possible cooperation with Women Deliver during the implementation stage.

Objective

The overall objective of the appraisal is to provide an assessment of the proposed project and quality assurance of the single partner project document (including annexes) according to the 'Danida Guidelines for Programmes and Projects (November 2020).

Outputs

The appraisal team is required to deliver:

- A draft Mission Preparation Note (MPN) setting out the approach and main areas of concern, [1.3.2021]
- Meetings with MNS – including a preparatory meeting with MNS and discussion of the MPN and debriefing meetings, including with MNS, presenting the main findings and recommendations, [3.3.2021]
- Necessary Skype interviews with Women Deliver Management and staff, and other donors as the appraisal team deems necessary,
- A debriefing note [5.3.2021]
- A draft report containing the findings and recommendations in the form of an Aide Memoire (AM) for comments, [10.3.2021]
- Final Aide Memoire with the findings, recommendations and conclusions.

The timeline for the outputs will be guided by the attached PAP, with exact dates to be agreed between appraisal team and MNS prior to commencement.

Scope of Work

The Danida Aid Management Guidelines serves as the guidance frame for the appraisal. The scope of work will include addressing all issues necessary to appraise whether the proposed engagement and the underlying documentations meets the criteria and quality for presentation of the proposal for continued support to Women Deliver to the Council for Development Policy.

The scope of work assumes the appraisal team will familiarize her/himself with the necessary documentation; identify key stakeholders, main tasks managers and donors, and conduct relevant interviews, and will focus on key issues, and include but not necessarily limited to, the following:

Overall rationale and justification

- Assess the relevance of the proposal and its objectives in a global gender equality and SRHR context and the project's compatibility with Danish development policy;

- Assess justification and rationale of the selection of partner and the proposed support to Women Deliver;
- Assess the adequacy of the preparation process, i.e., whether the necessary analyses have been prepared, including a stakeholder analysis, and whether there has been sufficient consultation with and participation with and by key stakeholders;

Women Deliver specific

- Assess the governance set-up, the mandate and the organisation's objectives;
- Assess the management set-up and the capacity of Women Deliver to deliver on the proposed project;
- Assess the Strategy 2020 – 2025 and the interface of the proposed project with the Strategy 2020 – 2025;
- Assess the project's indicative budget and work programme, and the quality of the results framework;
- The adequacy of the proposed financial management system including accounting, auditing and procurement mechanisms;
- Assess the adequacy of the proposed monitoring and reporting modality, including quality of baseline data and indicators;
- Assess proposed focus for Denmark during the implementation phase;
- Assess contribution towards human rights, national (or institutional) sector objectives, relevant Danish thematic strategies including, gender equality and the four HRBA principles;
- Assess safeguarding policies such as SEAH and Anti-Corruption;
- Consider strategic focus, avoidance of institutional complexity, and manageability in terms of both project size and number of partners;
- Assess funding strategy and donor coordination;
- Assess the Process Action Plan (PAP);

Timing and method of work

The assignment will be carried out during the period [22 February – 12 March] (weeks 8, 9 and 10).

The work stream will be desk based in a combination of study of documents, telephone interviews and virtual meetings. If the COVID19 situation allows and travel arrangements can be made, a physical visit to Women Deliver Head Quarter in New York for conducting interviews may be an option for the appraisal team to consider.

At the commencement of the assignment, the appraisal team will draft a Mission Preparation Note (MPN) to be discussed with MNS.

The team

Susanne Wendt, Chief Technical Adviser (Development), ELK, Team leader

ANNEX 2

List of persons consulted

Kathleen Sherwin,Interim President & CEO & COO

Susan Papp, Managing Director, Policy & Advocacy

Raman Sohal, Senior MEL Advisor (Consultant)

Nicholas Maistros,Manager, Finance & Administration

Carrie Simon, Senior Advisor, Legal & Operations

Mariama Kabia, Manager, Youth Engagement

Monica de Pinto Ribeiro Hancke, Manager, Deliver for Good

Masha Devoe, Senior Manager, External Relations

ANNEX 3

Documents consulted

- Draft Project Document with annexes (single partner project document)
- Women Deliver Program Theory of Change
- Danida Review report 2020
- Bylaws of Women Deliver, Inc.
- As adopted on March 24, 2009 (Amended November 12, 2010, May 20115, October 5, 2015)
- Articles of Incorporation
- Women Deliver Accounting Manual, Updated February 2020
- Women Deliver Program Management Systems at Women Deliver
- Women Deliver Approach to Risk Management and Mitigation
- Women Deliver Personnel Policy Manual (28.12.2017)
- Women Deliver Conflict of interest policy (28.12.2017)
- Women Deliver Strategic Plan 2021 - 2025
- Women Deliver Evaluation 2014, Final Report, Global Health Visions, June 26,2014
- Women Deliver, Annual Report 2019 (available from the web)
- Women Deliver, Annual Report, 2018 (available from the web)
- Women Deliver, Annual Report, 2017 (available from the web)
- Women Deliver Anti-fraud and Anti-corruption Policy
- Women Deliver memo reg. MEL Policy and Procedures, and overview
- Women Deliver Conference Reports 2013, 2016 and 2019