



AMPLIFYCHANGE



2017

Annual Report

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Executive Summary

We are delighted to present our work for the past reporting period (November 2016 - November 2017). AmplifyChange is meaningfully contributing to our vision of improved sexual and reproductive health and rights (SRHR) for young people, men and women - including the most vulnerable. In this Annual Report, we headline our scale of reach, the results our grantees are collectively achieving, our approach to fund management and how we strive to continuously learn and improve. AmplifyChange has consolidated its strong position as a multi-donor Fund within the SRHR landscape. We currently support a diverse and vibrant array of civil society organisations (CSOs) who advocate eagerly for SRHR.

Reach and scale

Since launching in 2014, we have developed and implemented robust systems and technical approaches to manage the Fund. These have enabled us to administer 17 grant rounds, endorse 510 grants and commit over €44m in 58 countries. We do not shy away from the most difficult contexts – over a third of our grants are in Not to Be Missed countries with the worst SRHR indicators.

2017 was our busiest year in contracting grantees. We are meeting our priority theme benchmarks on every theme including abortion. Critically, we also take a holistic approach to SRHR, looking at inter-sections between SRHR priority themes to ensure we address underlying issues and reach the people that are otherwise left behind.

We are providing unique funding to support Southern-based movements who advocate for SRHR in increasingly challenging civil society spaces. We are now well recognised as an established mechanism for supporting small CSOs. We know that sustainable change can only happen from the bottom-up. So the majority (91%) of our live grants are small, grassroots organisations who receive between 10,000 and 100,000 Euros. Some of these groups are unregistered or had never received international funding before. **Encouragingly, we are increasingly seeing small groups 'graduate' to the next level of funding. As these small organisations flourish with our initial seed funding and capacity-building, they are successfully competing for larger grants to consolidate and expand their work.** In addition to supporting small organisations with small grants, we promote linkages between civil society organisations within countries and regions. The majority of our Network grants support Southern-led local coalitions, and our Strategic grants are increasingly working with smaller groups to build capacity and forge connections. This peer solidarity is essential when so many of our SRHR issues remain controversial.

We continue to operate as a challenge fund where applications for funding are competitive. In 2017, we also began renewing grants to encourage more long-term support to high-performing organisations. This is an important development in our grant-making approach, responding to what grantees have told us they want - the reward of high-performance with more predictable and increased funding, technical and financial capacity building.

Results

We are currently meeting or exceeding almost all our milestones for this reporting period. **Most importantly, we are seeing evidence of real change – across our portfolio, grantees are making lasting impact at local, district and national levels.** This report and the Results Annex provide case-studies of how grantees are working according to our Theory of Change – they are contributing to stronger and more inclusive movements for change; are changing and implementing policies and laws; are improving awareness of SRHR as a human right; are improving access to SRHR services, information and products; and are transforming social norms on SRHR.

Fund management

AmplifyChange is managed by a consortium consisting of MannionDaniels with Global Fund for Women and the African Women's Development Fund. Together, we run AmplifyChange as One Fund with consolidated systems and approaches. We manage a multi-donor Fund with a cumulative value of over 100 million Euros – a significant growth from the original 14 million Euros provided by donors in 2014. The past year saw replenishment of original contracts from five of our nine donors. We pride ourselves on being agile, with ability to surge and evolve to absorb new funding and administer more grants to CSOs. Throughout our growth we have continued to demonstrate high-performance in all donor reviews.

We attribute this high-performance to our enthusiasm and diligence, and our establishment of a unique model that adds value to grant-making. The demand from CSOs also shows strong need for our business model, combining grant management with effective capacity-building to amplify grantee impact and voice at scale. AmplifyChange is filling a much needed niche in the aid architecture.

Continuous improvement

We maintain our strong learning orientation and regularly review and reflect on our performance. In 2017, we strengthened our governance structured to ensure we have a sustainable base for Fund oversight. We also undertook a Value for Money review to continuously drive economy, efficiency and effectiveness whilst maintaining high equity standards. We strengthened our transparency by publishing on IATI. And we revised our Communications Strategy, from which we are already seeing positive results including our #Advocacy Leaders campaign. This supports a new generation of leaders to communicate for advocacy. **Increasingly, we are collaborating closely with like-minded organisations and sharing best practice to shift the focus onto Southern-based CSOs in international dialogue ensuring their voices are heard.**

Following feedback from our grantees, we are speeding up the disbursement of funds by streamlining some of our processes. Through constant review and refining of processes, we are in a strong position to continue to support the CSOs who need funding whilst maintaining our accountability to donor partners.

At the start of 2018, AmplifyChange has consolidated its strong position within the SRHR landscape. In just over three years, we have built a strong platform from which to support meaningful change with CSOs operating in increasingly challenging environments. We go forward into 2018 with confidence and continued commitment to achieving positive and lasting change in sexual and reproductive health and rights. Our 2018 workplan demonstrates that we will maintain our momentum, as we support the diversity of CSOs needed to advocate for improved SRHR.

MannionDaniels



Submitted on 31st January 2018
By Fund Director, Rolla Khadduri
rolla.khadduri@manniondaniels.com

1. Reach and scale

At AmplifyChange we are driven by our mandate – to support a variety of local organisations who advocate to achieve change in SRHR

AmplifyChange was established recognising that these types of organisations did not historically have access to continued and sustained funding mechanisms or opportunities for growth. We, the Fund Manager (MannionDaniels, Global Fund for Women and the African Women's Development Fund) designed AmplifyChange as a new business model. We manage the Fund responsibility to be a financial disbursement mechanism, but we also add value and technical support to these groups so their impact is stronger. Our role is to identify their potential, support them with funding and provide them capacity-building to amplify their impact and voice. For further information about AmplifyChange, please see Annex 1: Organisational background.

1.1 Scale

We have endorsed 510 grants and committed over €44 million since we launched in late 2014.

Figure 1: AmplifyChange grants to date (January 2018)¹



¹ Thirty eight of the remaining 100 endorsed application are not progressing (due to non-communication, to low capacity, and issues with due diligence or fraud)

² We are currently slightly exceeding our 10% maximum of grant values in any one country - in India, we have invested 14% of our portfolio. However as we outlined and had endorsed at the September 2017 Board meeting, India is a large-population country where investment is warranted, and a high proportion of grants based in India are actually regional projects that cover other South Asian countries as well.

We cover 58 countries in Sub-Saharan Africa, South Asia and other regions².

Figure 2: Regional breakdown of AmplifyChange grants

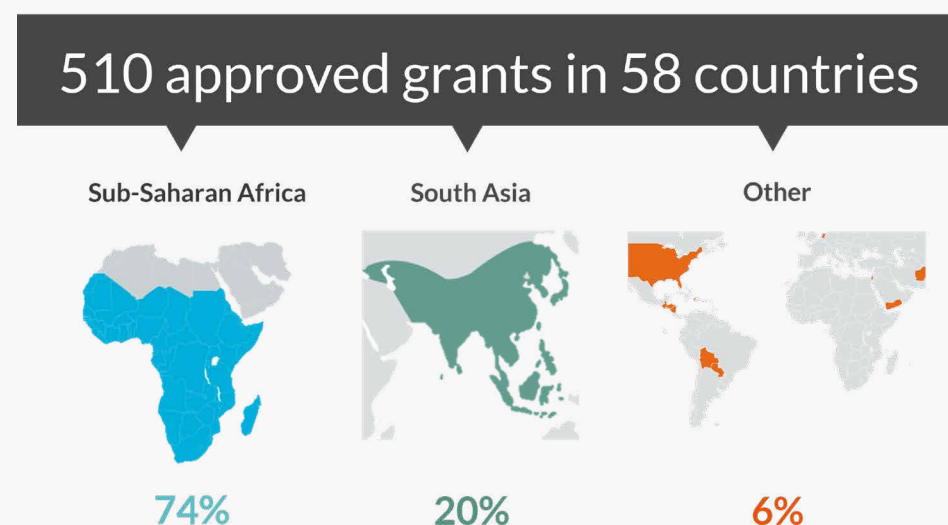
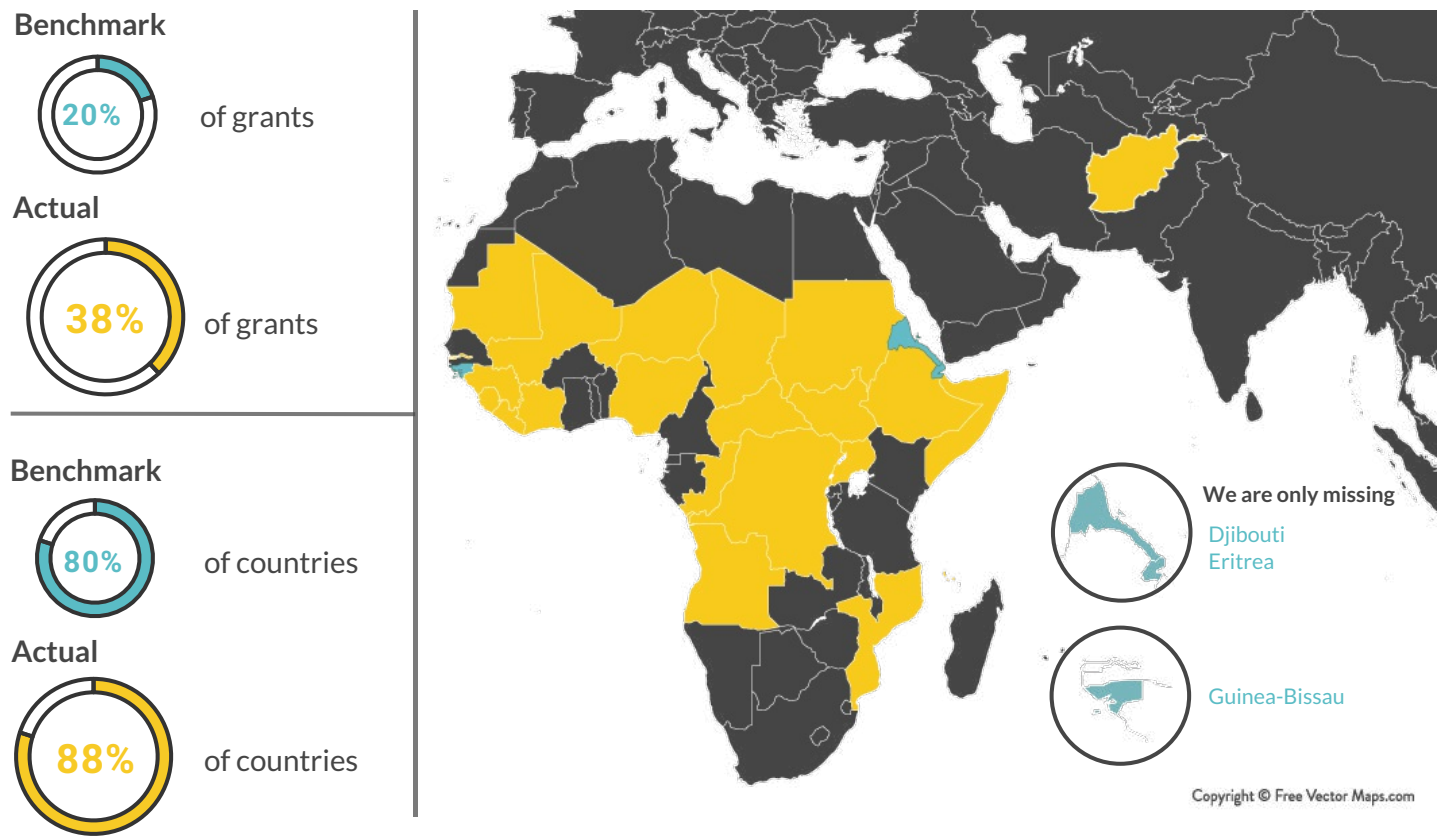


Figure 3: AmplifyChange reaches not-to-be-missed (NTBM) countries

We don't shy away from the difficult places – we are currently exceeding all our benchmarks on granting in not-to-be-missed countries.

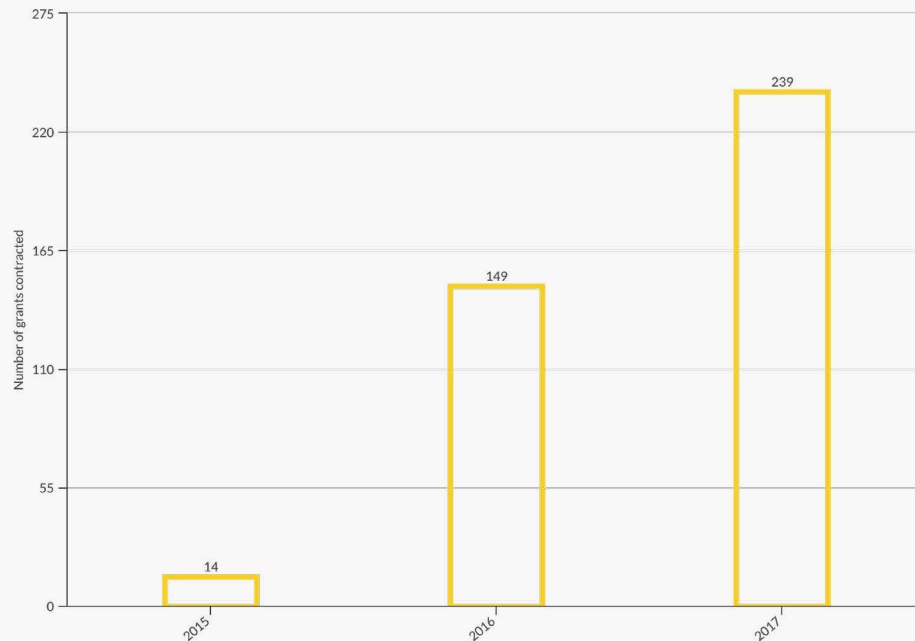


1.2 Funding rounds in 2017

We have run 17 grant rounds since we started. Please see Annex 2 for a list of our grantees. We have been able to support more grantees in 2017 than before and it has been our busiest year in contracting grantees. We almost doubled the number of contracts from 2016 numbers.

Critically, we maintain this ‘open for business’ model - an ongoing programme of funding rounds - to enable organisations to continue their work. Every funding round is always accompanied by advance information of timing, release of the guidance prior to the funding round being open, and webinars in both English and French. This gives applicants a fair chance to assess whether the opportunity is right for them, and time to think through the project design and apply.

Figure 4: Grants contracted by AmplifyChange, by year



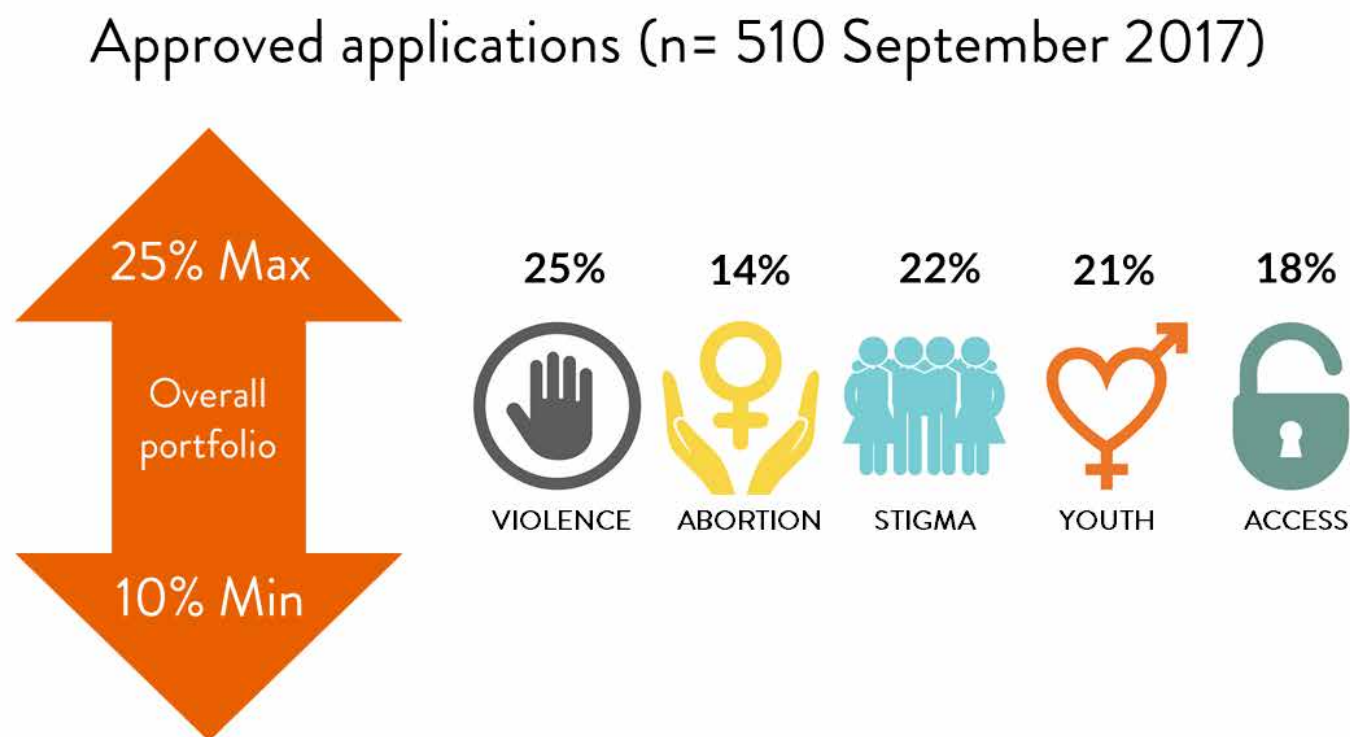
In 2017, AmplifyChange funding rounds were:

- Opportunity R5 - focusing on funding small organisations' efforts to remove barriers to safe abortion. We reached out proactively to new organisations in under-represented geographies with high burden that other funds are not reaching, particularly Francophone groups. We endorsed 59 grants totalling €574,025
- Network R3 - supporting larger grants for Southern-based CSOs. Network R3 focused on abortion and stigma, Francophone countries and South Asia. We endorsed 20 grants totalling €7,000,000
- Strategic R2 grants - focusing on groups operating globally and regionally and highlighting intersections between gender-based violence and barriers to safe abortion; support to the development of LGBTI rights movements; systematic approaches to mainstreaming comprehensive sexuality education; menstrual hygiene and approaches that build advocacy movements to strengthen SRHR and access to SRH services for people living with disability. The round was slightly delayed after launching Q4, 2017 due to the high level of interest and volume of applications to process. The Board will be endorsing applications in February 2018
- Strengthening R3 - launched in December 2017 and has so far attracted 2000 applications

1.3 Holistic SRHR

As Figure 5 below illustrates, in 2017 we met our minimum and maximum benchmark on every theme, including abortion. It was initially challenging to find strong applications for this theme so AmplifyChange had to work with groups to nurture their capacity to apply for funding. Additionally, we are looking at holistic approaches and the inter-sections between SRHR priority themes. AmplifyChange grantees work broadly on SRHR advocacy and not in silos, as we recognise that most issues are linked by underlying gender norms and closing civic space. By addressing the underlying issues, we reach the people that are otherwise left behind – for example, the young girl who needs an abortion may have been raped, the people living with disability who haven't accessed services before. Working closely with communities through small civil society groups is key to the impact of our work.

Figure 5: Thematic priority benchmarks for AmplifyChange of current endorsed portfolio (n=510)



1.4 Supporting Southern-based movements in shrinking civic society spaces

Against a backdrop of a more restrictive global environment, we are convinced of the pivotal role played by Southern-based movements in building resilience in the SRHR sector. The civil society movements we fund work with some of the most marginalised communities in the most challenging geographies and on the most sensitive topics. AmplifyChange provides unique funding to encourage the development of these Southern-based movements to advocate for SRHR.

85% the majority of our Network grants are to Southern-led local coalitions

We are increasingly hearing from grantees across Africa and Asia about the restrictions to their work. In 2017, we have seen that it is harder to get foreign funding to Pakistan and India; there are clamp-downs on SRHR in Uganda - where there were two recent Ministerial statements banning the teaching of comprehensive sexuality education in schools; and in Tanzania, the government recently issued a discriminatory declaration banning teenage mothers from attending public schools.

One way in which we support groups working in shrinking civil society space is to anonymise their grants. A significant number of our grantees ask to remain anonymous – a clear indication of the danger they would face if their work were in the public eye.

7% 29 out of our 410 total contracted grants ask to remain anonymous

We also support small groups who are operating without registration, often due to security concerns. As would be expected for small organisations focusing on abortion, in Opportunity R5 we received a strong response (6 out of 59, over 10%) from groups that were unregistered. We worked closely with each of the six organisations to find a tailored solution for their situation and have been happy to adapt our support as security issues have evolved. We supported three groups to register, and two of our grantees have mitigated the risk by going through a fiscal sponsor (one remaining applicant withdrew because of communication barriers).

1.5 Small groups

As a financing instrument, AmplifyChange is now firmly established in the way it reaches and supports small groups. For example, our experience in reaching and supporting small groups has been used to help establish the Small Charities Funding Round for UK Aid Direct. A recent email from DFID accompanying our Annual Report stated that: “AmplifyChange is now clearly a firmly established, strong financing instrument, often used as an example to others.”

266 of our 291 live grants (91%) are small, grassroots organisations who receive between 10,000 – 100,000 Euros each. We are seeing these small groups coming together to develop locally-led movements often via linkages to larger groups.

In Mali, for example, we supported our Strengthening R1 and R2 grantees to form a strong consortium and respond to a call for proposals from the West African Health Organisation (WAHO) with Ebenezer (Opportunity R1 grantee) as the lead partner. Thanks to the complementarity of their expertise, geographical scope and networks, the €260,000 application on Comprehensive Sexual Education was successful. This was the first ever WAHO grant for Ebenezer or indeed any of the consortium members. The success of this bid illustrates the growth and development of a small organisation and the value of focused support.



Ebenezer

Opportunity



Mali

Since the start of the Fund, we have supported **13% of our Innovation/Opportunity grantees to set up bank accounts as part of our commitment to grow and establish civil society organisations.** One key outcome of this is that these organisations are now better placed to receive more funding from AmplifyChange and other donors. We also support small groups by linking them with larger grantees. A strong proportion of our larger grantees now work hand-in-hand with our smaller grantees to build their capacity. Some of these linkages happen intrinsically, but AmplifyChange makes a real effort to introduce ideas, support linkages and facilitate communication.

In 2017, Ipas (Strategic R1 grantee) ran Values Clarification on Abortion and Opposition Monitoring webinars in French and English with an average of 30 smaller grantees and other CSOs participating. Follow-up is ongoing for local organisations and feedback indicates that organisations valued the webinars especially the use of local examples to illustrate the points. We anticipate such collaboration continuing in 2018.

YOU ARE INVITED TO THE WEBINAR

ADVOCATING FOR ABORTION RIGHTS: WHO AND WHAT ARE WE UP AGAINST?

Wednesday, November 15, 2017
8:00am EST



Ipas

Strategic



Global

Supporting new players in Francophone Africa

We facilitated two grantees from Senegal and Burkina Faso working on abortion reform and stigma - Senegalese Women Lawyers' Association (Strengthening R1) and Organisation pour de Nouvelles Initiatives en Développement et Santé (Opportunity R5) to participate alongside Ministry of Health delegations at a WHO AFRO event.

The aim was to introduce the new WHO Global Abortion Policies Database - developed under WHO RHR's Global Abortion Policy Project - to Francophone African civil society groups. Attending events like this is important in fostering a new generation of organisations and professionals. Feedback from grantees on the value of the event highlighted the importance of establishing new connections and strengthening old plus developing common action plans with Ministries of Health to review policies in their respective countries. Grantees are also involved in follow up from the event including supporting others to include advocacy around Article 2 of the Maputo Protocol into their advocacy.



Senegalese Women Lawyers' Association



Strengthening



Senegal

Organisation pour de Nouvelles Initiatives en Développement et Santé



Opportunity



Burkina Faso

1.6 Renewals and graduators

We are continuing to support the intrinsic growth of our grantees, listening to what they need and evolving our approach to best support them. In a new approach in 2017, we began renewing grants to encourage more long-term support to high-performing organisations.

In 2017, we renewed funding to 21 high-performing Strengthening and Network grantees (representing 5% of our current 410 contracted grants). This is an important development in our grant-making approach as it rewards high-performers with more predictable and increased funding.

We anticipate this initial percentage of renewals increasing through 2018 as we are in the midst of further renewal funding rounds. Opposite is the graph that illustrates how we adhered to our 2017 workplan on funding rounds, including renewals.

We have also evolved our funding strategy based on a natural phenomenon of ‘graduation’ that we observed happening. Some of our smaller grantees flourished with our in-depth capacity-building support and seed funding, and successfully applied for the next level of funding rounds. This graduation percentage has increased over time. Supporting this growth of a cohort of stronger organisations is key to our approach.

Overleaf are two examples of grantees who have successfully graduated to higher levels of grants. They have developed their work and forged alliances as stronger organisations due to the initial AmplifyChange funding.

Figure 6: Progress against 2017 planned grants, by funding rounds, including renewals

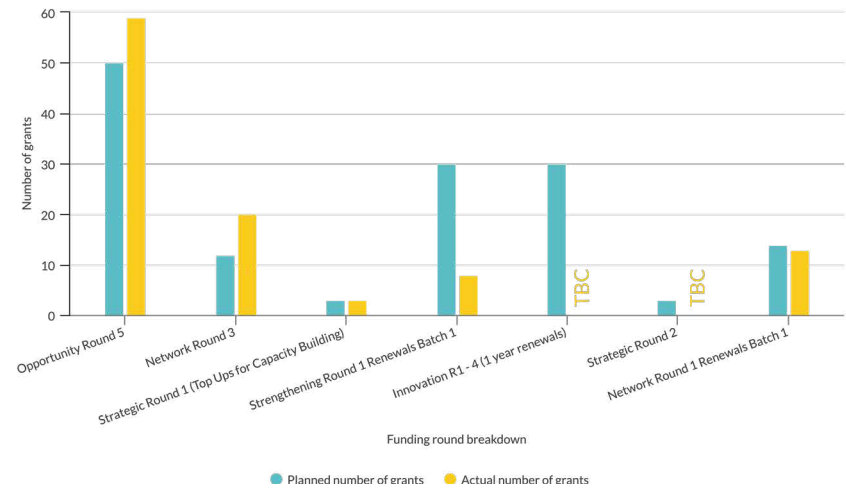
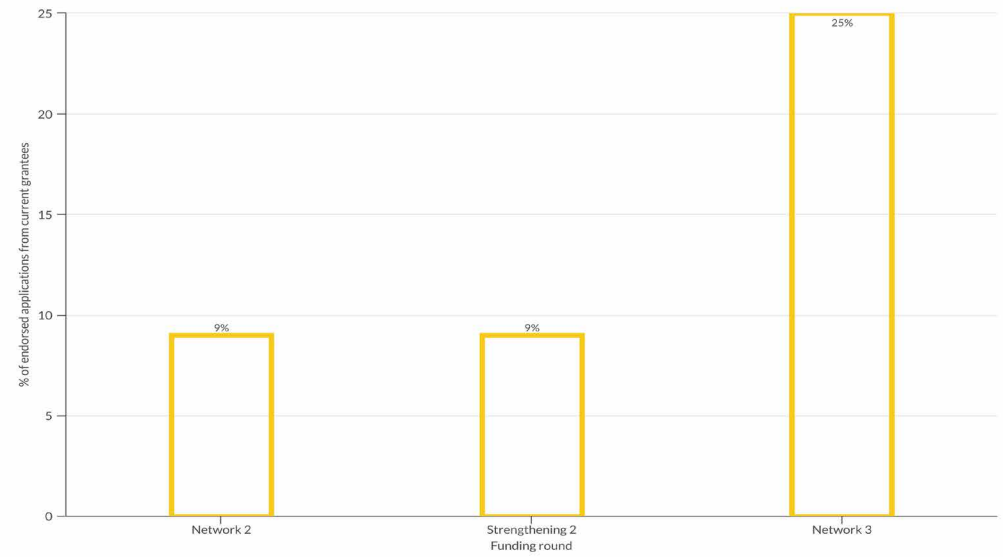


Figure 7: Percent of grantees who ‘graduate’ to a higher level of grant type, by funding round



MAAYGO is a small youth-led organisation working in Kisumu, Kenya. They successfully implemented an Opportunity grant in 2016 to enable youth and young sex workers to access stigma-free integrated SRH and HIV services. Based on their successful implementation, they graduated to a two year Strengthening R2 grant to achieve policy change in partnership with the Ministry of Health, CSOs and other human rights organisations to enforce system change and accountability and empower adolescent girls and young women on SRHR. Feedback from MAAYGO below highlights how their initial Innovation/Opportunity grant strengthened them to expand their activities:

“From the Opportunity grant we know that, in advocacy, the importance of power in numbers – never work alone, you have to partner and form strategic alliances for you to forge ahead... we have come up with tools to track advocacy change within Kisumu county and to identify the key stakeholders we want to work with and what we want them to influence within that space within that country.”

“they (the community) should not see us as promoting just the LGBT ... we are all human beings and we want rights like anybody else. So we have come up with an advocacy tool that talks about LGBT and young girls and young women, so it is all inclusive.”



MAAYGO

Strengthening



Kenya



Lawyer's Alert

Network



Nigeria

Lawyers Alert, Nigeria was originally an AmplifyChange Strengthening R1 grantee working on monitoring rights violations and raising awareness of legal rights around gender-based violence, unsafe abortion and sexual health rights of young people. They are continuing this work under a renewal project. They have also recently graduated to Network R3 funding to form a coalition with others – the Coalition of Lawyers For Human Rights. They will share best practices of societal impact/strategic litigation from other African countries; and carry out evidence-based advocacy and build on the web documentation tool developed under their Strengthening grant. Lawyers Alert particularly noted the impact of AmplifyChange technical support in developing their capacity:

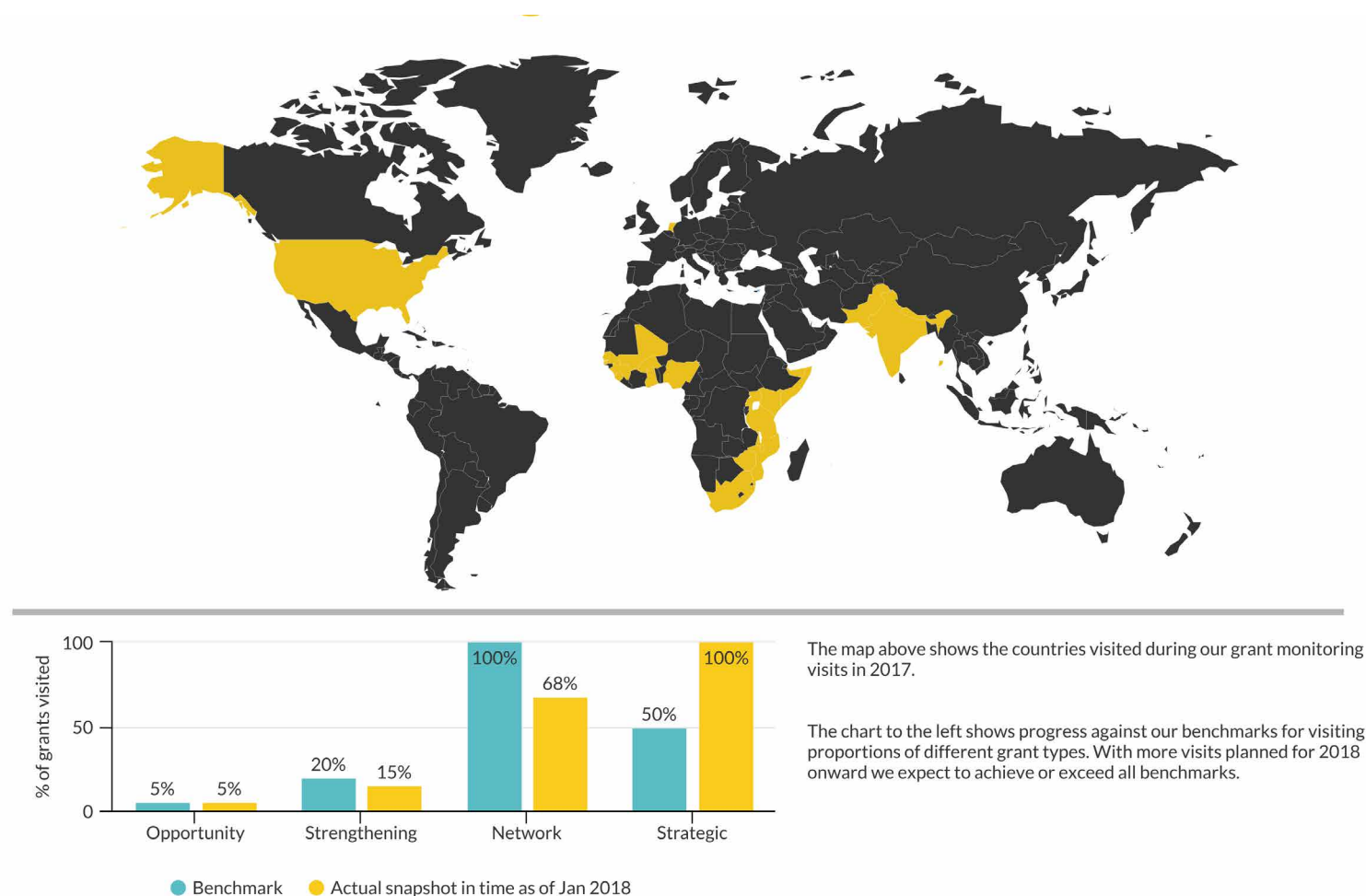
“during our partnership, Lawyers Alert has remarkably improved in our services to our stakeholders. We are making very modest but effective impact in enhancing access to justice, reduction of discrimination.”

2. Results

2.1 Grant monitoring

Our cross-consortium teams visited 60 grantees in 2017 to monitor their ongoing projects (in addition to initial due diligence visits). This is in line with our internal benchmarking of where we want to be with monitoring visits at this point in the Fund. These visits provide our teams with the opportunity to work together with grantees to strengthen their projects, and to promote linkages and learning between groups in the same country working on similar themes.

Figure 8: Grant monitoring by AmplifyChange teams to grantees, 2017



Our team made a recent grant-monitoring visit to SAYWHAT in Zimbabwe, a Strengthening R1 grantee seeking to develop a broad-based movement to strengthen abortion rights. Under the Rights in Full project, SAYWHAT in Zimbabwe has been building and gathering evidence on abortion in Zimbabwe as well as analysing the Termination of Pregnancy Act to develop informed strategies on how to address the challenges being faced by women in accessing the abortion services even under the circumstances that are termed as legal under the current law. We asked SAYWHAT for their feedback on the technical support we provided:



SAYWHAT

Strengthening



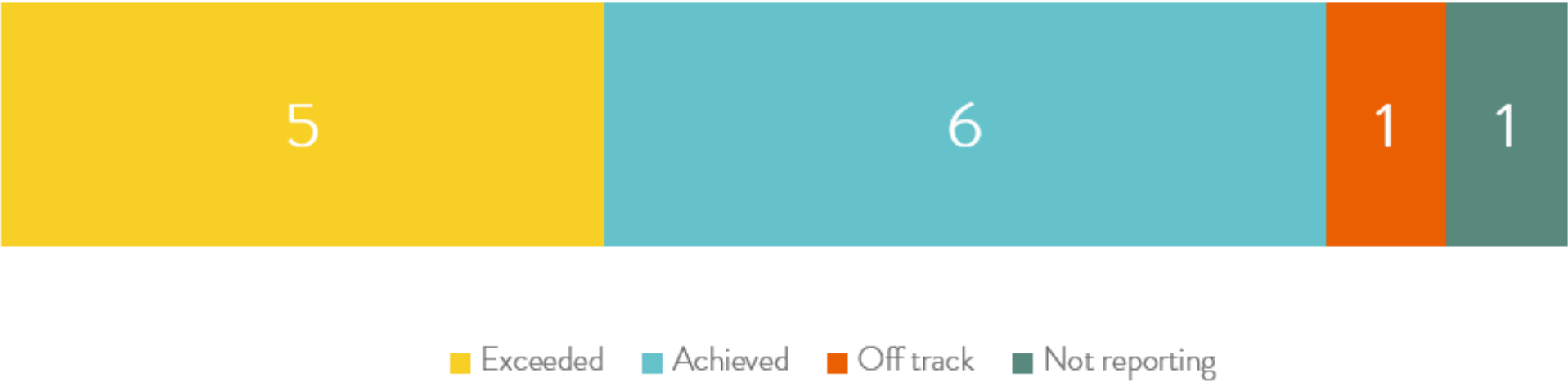
Zimbabwe

“AmplifyChange went a step further in giving technical assistance to SAYWHAT in revising the produced documents. This has been an important move made by AmplifyChange as it has contributed immensely towards SAYWHAT having rich documents that are clear and well understood by the targeted audience. Through sharing the well-articulated documents with other likeminded organisations SAYWHAT has managed to join hands with other 11 organisations and formed a coalition focusing on 3 thematic focus with SAYWHAT voted to chair the focus area on the prioritization and review of the termination of pregnancy act. The quality documents that we shared with the parliament after your review generated interest with the parliamentary portfolio on Health who are part of a regional programme by the Southern African Development Committee Parliamentary Forum (SADC PF). The quality of the documented work on unsafe abortion being done by SAYWHAT has also drawn the attention of the Ministry of Health and Child Care in particular the Director of Family Health Care who has requested SAYWHAT to submit its documents and reports to the Ministry.”

2.2 Indicators / milestones

We have analysed the 143 reports submitted by grantees to date. They show that we have already achieved or are exceeding 11/12 milestones (91%). These indicators chart progress towards the Outcomes in our Theory of Change. By achieving or exceeding milestones across all of the Outcomes we can be confident that change is happening: the strategies of our grantees are contributing to stronger and more inclusive movements for change; are changing and implementing policies and laws; are improving awareness of SRHR as a human right; are improving access to SRHR services, information and products; and are transforming social norms on SRHR, as per our Theory of Change.

Figure 9: Progress against January 2018 milestones



Please refer to Annex 3: Results for further detail on examples of change and impact achieved by grantees, and for more detail on the indicator analysis.

Achieving results across all districts in Pakistan

The Ujala project (Strengthening SRHR Movement in Pakistan) run by the Awaz Foundation Pakistan-Centre for Development Services (Network R2 grantee) has been operating for just one year. It has already achieved remarkable results.

Ujala is a network with 44 local partners; they work across all 40 districts of Pakistan, including those difficult to reach or to talk about SRHR, such as interior Sindh, Balochistan and in the remote districts of Khyber Pukhtunkhwa (KP). Ujala is achieving transformational impact through meaningful engagement with grassroots organisations chosen by rigorous processes. This process includes orientation meetings, capacity assessments and training sessions and has resulted in a varied and diverse set of organisations which are diverse and well placed to influence decision-making. For example, 5% of organisations in the Ujala network are transgender-led, 5% are disability-led, 23% are women-led and 16% are youth-led. Also, key to the success in influencing decision-making are the Provincial and District Advisory Panels comprising grassroots and high-level stakeholders to support and guide the project in each area leading to some key outputs.

- In Punjab, SRHR education is now going to be included into the curriculum for young people in all schools of all districts
- In the Senate of Pakistan, a resolution has been tabled on the empowerment of girls and the Child Marriage Restraint Act
- In Sindh, rules of business for the implementation of Child Marriage Restraint Act 2016 has been passed and district level implementation committees have been formed
- Members of the Ujala Network are following up the implementation and some are also part of district level implementation committees
- The president of the Press Club in Peshawar has requested Ujala members to conduct training for journalists to build their capacity to highlight SRHR issues and increase coverage in the media
- In Khyber Pukhtunkhwa Province, the transgender community is now included in the health benefit scheme (Insaf Sehat Card) in both public or private hospitals across the province. This is the first ever health benefit to the transgender community across Pakistan

Awaz-CDS attributes their impressive successes to date to:

- The meaningful involvement of grassroots organisations and civil society members from among the most disadvantaged and excluded groups
- The breadth of stakeholder participation in District and Provincial Advisory Panels – particularly from government
- Linking District and Provincial issues to national and international policy frameworks and commitments that Pakistan has made
- The AmplifyChange network grant going to a local organisation which is trusted by grassroots partners to support policy change and civil society development



3. Fund management

3.1 One Fund

As reported in the Mid Term Review (MTR), the consortium works “as One Fund by streamlining core processes of the Fund across the three organisations” (p.31). We continued and indeed strengthened this approach in 2017 at all levels - grant-monitoring, Consortium Steering Committee and governance - as all teams are fully implementing the same AmplifyChange processes. We are increasingly seeing the value and impact of shared approaches. In line with MTR recommendations to report on ‘One Fund’ updates, we present key highlights below:

- AmplifyChange held regular in-person and virtual meetings between Grant Support Teams and the Consortium Steering Committee, bringing relevant consortium members together to manage grants and to develop Fund strategy as a One Fund, respectively
- All material produced by AmplifyChange is openly available to all partners for use within the Fund but also to advance the consortium organisation. For example:
 - GFW’s movement building tool and AWDF’s capacity-building approaches are being used to support the development of AmplifyChange’s organisational development offer
 - The AmplifyChange VFM framework was adapted for use on GFW (non-AmplifyChange) grantees only
 - The AmplifyChange IATI experience is being adapted to be used by AWDF to report on IATI with their cross-project data

3.2 Continued donor commitment

We continue to demonstrate high-performance in all donor reviews to date (the Inception and Mid-Term Reviews undertaken for all donors and three DFID Annual Reviews), and value their recommendations and feedback.

The MTR (conducted Q4, 2016) provided an opportunity for an important reflection process and affirmed much of our approach whilst providing recommendations to improve the way we manage grants and run the Fund. In 2017, we implemented the majority of recommendations, and instigated most actions as ‘routine and ongoing.’ The MTR findings have really influenced the way we do business and we will continue to review and address recommendations on an ongoing basis. Please refer to Annex 4 for an update on our MTR management response.

We currently have a fund with a cumulative value of over 100million Euros, a significant growth from the original 14 million Euros provided by donors in 2014. The updated table of committed donor funds to AmplifyChange is depicted in Section B: Financial Report. **We pride ourselves on running an agile funding model, with ability to surge and evolve to absorb new funding and administer more grants to CSOs.** The demand from CSOs also shows strong need for our business model, combining grant management with effective capacity-building to amplify grantee impact and voice at scale. 2017 saw replenishment of original contracts from our four original donors Danida (the Ministry of Foreign Affairs, Denmark), the Ministry of Foreign Affairs of the Netherlands, the William and Flora Hewlett Foundation, and the David and Lucile Packard Foundation and also from Norad (the Norwegian Agency for Development Cooperation).

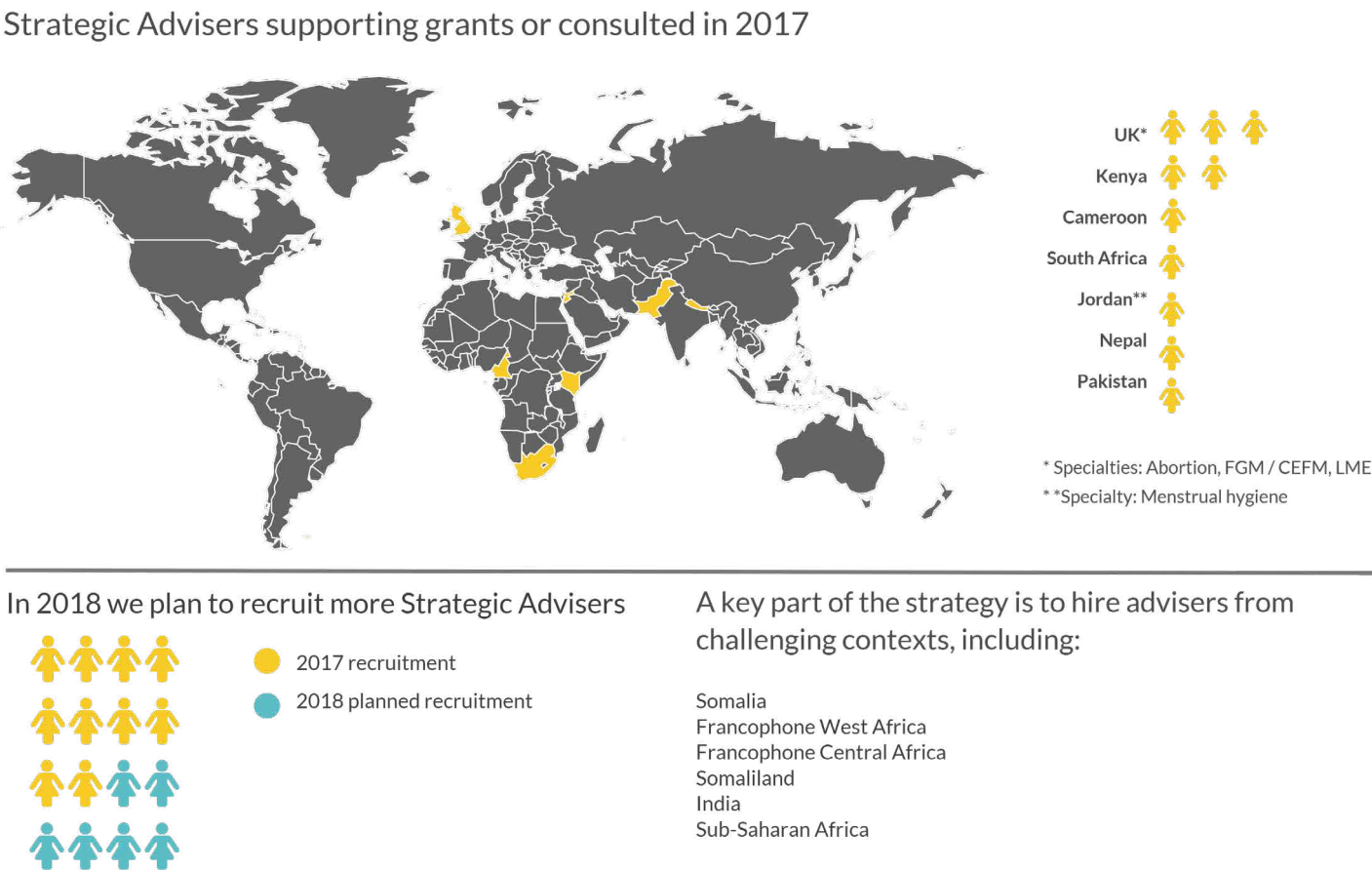
As we absorb new funding, we have developed a methodology of apportionment to determine different donor contributions into the overall fund. All expenditure (including all grant expenditure and management fee) is apportioned to the donor contributions according to an agreed apportionment methodology. This is further explained in Section B: Financial Report.

3.3 Expanded team

As reported in the September Progress Report, we grew our cross-consortium team in 2017 to handle the larger volume of grants and absorb new funding from the anonymous donor and from SIDA/RFSU. Our expansion has followed three key principles: Ensuring staff can support the technical capacity of grantees (in SRHR, and in financial issues); recruiting bilingual staff so we can perform all aspects of grant management in French; surging our teams with in-country Strategic Advisers we can call on where needed to mentor grantees.

Almost 25% of our grant portfolio is now directly supported by strategic advisors with national or regional portfolios operating in Nepal, Pakistan, India, Kenya, Somalia, Cameroon and South Africa. Thematic-expert Strategic Advisers are also working with our technical specialists to offer in-depth support to our grant portfolios of Abortion, FGM and Menstrual Hygiene-related grantees. Below is a map illustrating our current Strategic Adviser reach and also our plans for 2018.

Figure 10: AmplifyChange Strategic Advisers



3.4 Fiduciary risk management

We have a documented fiduciary risk management strategy based on best practice that was passed at Inception Phase and also rated highly in the MTR. It includes details of how we financially assess successful applicants, as well as ascertain their integrity and financial due diligence.

We are confident that the approaches we have currently are robust enough to maintain full accountability for the funds we administer, whilst also being flexible enough to meet the needs of even our smallest grantees. We continuously reassess our approach to ensure we strike this balance.

In a Fund of our size, we are bound to come across suspected fraud or misuse of funds. We take a zero-tolerance approach, and investigate every allegation as well as follow all reporting procedures to ensure our governance is aware of these cases. In 2018, we have started rolling out our financial audit activities for grantees, as agreed by the Board in 2017.

3.5 Added value

We have a unique approach to grant management and continuously strive for innovation. This includes tailored support to grantees to grow as organisations and movements. We have been able to bolster and evolve our capacity building model through funding from the Hewlett Foundation and Norad. We started the Hewlett enhancement work in Q3 2017. This 'bolt-on' project provides us with space to add value to our current grants through pioneering approaches to organisational development and learning including organisational 'health checks' and tools to learn and grow.

We were also successful in applying for a follow-on project from Norad (Q4, 2017). This project focuses specifically on bolstering the effectiveness of our FGM portfolio, supporting high-performing grantees with increased funding as well as linking them together to form a stronger movement for change. Together, these additional projects allow us to do more with current grantees and ultimately contribute to our outcome of supporting stronger and more inclusive movements for change in SRHR.

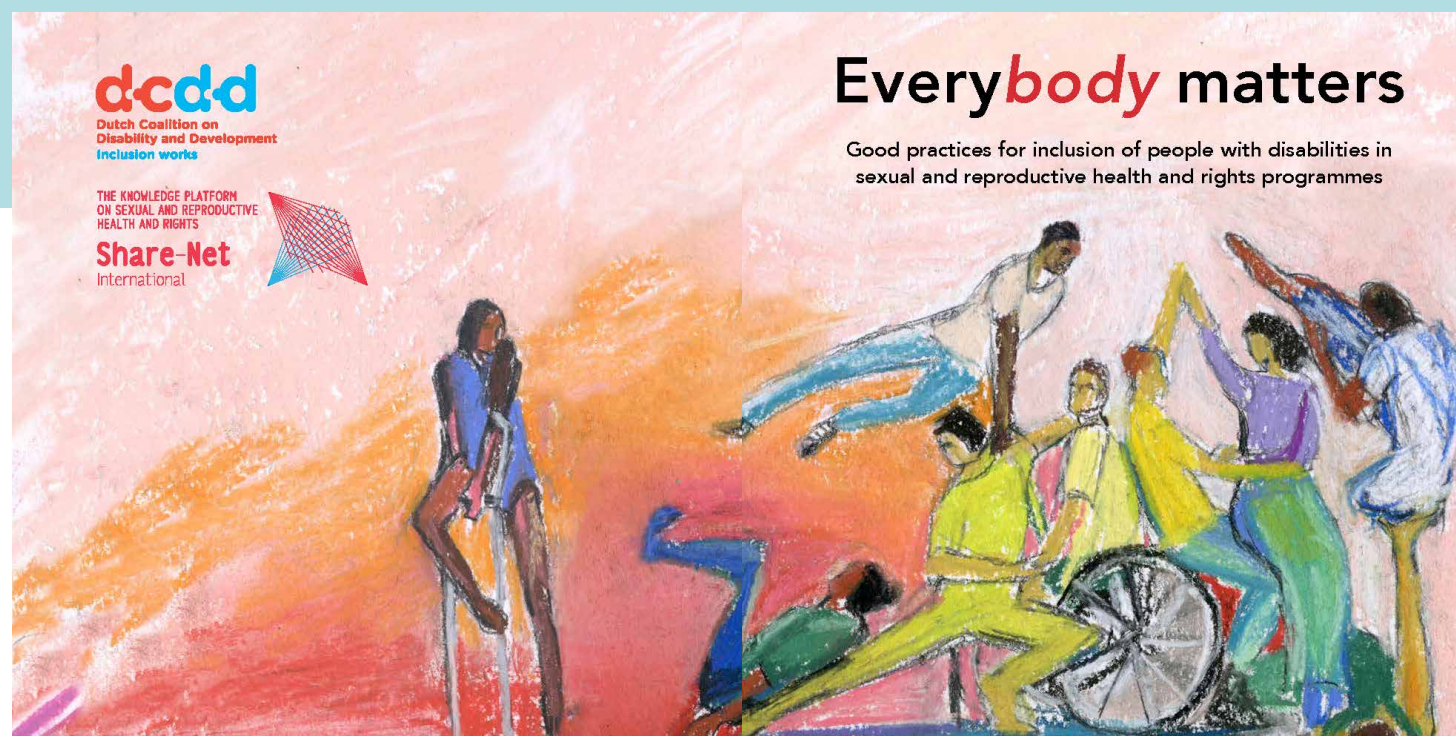
Throughout the life of the Fund, we have looked at ways to add value and will continue to do so as our portfolio evolves:

- We manage grants through our online grants management system, SMILE, which has enabled us to reach and manage at scale
- We use grantee feedback to listen to what grantees want and how they learn – as a result all of our guidance is online and mostly in the form of videos
- We develop best practice on organisational development and knowledge generation to contribute more widely and advance the sector
- We support grantees to expand their linkages and connect with other groups
- In 2017, we started WhatsApp groups because that is what grantees told us they wanted. These groups have been critical in amplifying grantee voices particularly in fora to which they would not usually have had access. The People with Disabilities (PWD) group has been particularly active (we have grown our portfolio of organisations representing PWD and currently have 20 organisations, across 10 countries globally in our portfolio. 50% of these are PWD-led)

Making Inclusion Work! SRHR and Disability

In November 2017 we supported six of our most marginalised grantees to share best practice for the [UN Special Rapporteur's report on SRHR](#) ahead of the Expert meeting [Making Inclusion Work! SRHR and Disability](#) organised by the Dutch Coalition on Disability and Development and Share-Net with the presence of the UN Special Rapporteur for Persons with Disabilities. This resulted in two case studies fully published and two quotes in the final report.

In the weeks ahead of the meeting we generated recommendations and questions via the PWD WhatsApp group, whilst at the meeting itself our grantees participated virtually via the WhatsApp group. Follow-up has included a range of coverage of the issues and of our grantees across social media.



dcd
Dutch Coalition on
Disability and Development
Inclusion works

THE KNOWLEDGE PLATFORM
ON SEXUAL AND REPRODUCTIVE
HEALTH AND RIGHTS

Share-Net
International

Everybody matters

Good practices for inclusion of people with disabilities in
sexual and reproductive health and rights programmes

4. Continuous improvement

We were pleased that the MTR affirmed the “strong learning orientation of AmplifyChange” (p.31). In 2017, we continued to incorporate learning, reflection and adaptability by always considering the evidence and leaving space for improvement.

4.1 Stronger governance

In 2017, we followed the MTR recommendations to strengthen our independent governance processes, namely to: revise the Board ToR; refine the Donor Compact to accommodate the expanded donor base; clarify some process steps for the Technical Review Panel (TRP) and reflect the composition of the TRP as it expands. This has grown the Fund foundations of independence and diversity and helped it mirror the expansion and growth. Key to this was the formation of the Board Nominating Committee, which recommended four new Board candidates to increase the diversity and representation of our constituents (especially youth), as well as increase our financial capacity. Our next Independent Advisory Board meeting is in February 2018 and will include the participation of our new members. We also reviewed the membership of the Technical Review Panel to increase the representation of our constituents, including more mid-level specialists who represent our portfolio of grantee constituents. This strengthening of the TRP will continue in 2018. Going forward, we hope that Board members will have the opportunity to visit AmplifyChange grantees on the ground.

4.2 Value for Money

The MTR (p.5) recommended that we:

“Consolidate on the opportunity grant window for a while and take stock of the process in terms of due diligence, grant management and how the grantees perceive the added value of the grant. In order to do this, it is recommended to do a Value for Money analysis and talk to a selection of opportunity grantees about best ways to move forward.”

The aim was to improve the way AmplifyChange provides Opportunity grants. There was never a question about the provision of small grants to small organisations – that was always going to be sustained as a key mandate of AmplifyChange. However, the aim was to revise the process based on the evidence of what would be the most efficient and effective, as well as continuing economy and equity. AmplifyChange developed a Value for Money (VFM) framework based on the four E's of economy, effectiveness, efficiency and equity.

The summary of results are:

Economy: The management cost per every Euro granted per funding round was the highest for Opportunity grants and lower for the larger grants. The management cost per grant was lowest for Opportunity grants and higher as the grant size grew. These results are driven by the high volume and small size of the Opportunity grants.

Efficiency: The duration of time and amount of time for grant management were not exceptionally different across the grant funding rounds, but only Innovation/Opportunity grants had endorsed grants that did not proceed further.

Effectiveness: Due to the challenge of measuring effectiveness of advocacy work and its early stage of the funding, there is a limitation in comparing the effectiveness across the grant types. Network and Strategic grants tend to have higher average score per grant with more focus on system change than individual change based on the results indicators.

Equity: The Opportunity grants performed the strongest on the equity indicators while the Strengthening grants were nearly as strong.

This robust evidence corroborated the findings of the MTR (p.25) that although the opportunity for seed funding was much appreciated and a value-add of AmplifyChange, the extent of application needs was extensive for the amount of money received (only 10,000Euros) . “Some stakeholders mentioned that the amount of effort that they need to put in to receive the relatively small grant is very high, leading to frustrations at the side of applicant ... especially for the Opportunity grants that provide financing of no more than 10,000 Euros for a maximum of one year.” Following cross-consortium discussions with the Grant Support Teams and the Consortium Steering Committee, we have agreed to increase the amount of funding available for Opportunity grants up to 40,000 Euros. We have also agreed to collect and analyse the four E indicators regularly to continue to drive VFM across the grant portfolio and the Fund as a whole.

4.3 Communications strategy

As part of our revised Communications Strategy, developed on recommendation of the MTR, we have undertaken a review and update of our website (English and French) to ensure that it remains a useful tool to our grantees and other stakeholders. The audit highlighted the strength of the range of materials and resources we provide as well as our presentation of results.

Structuring our communications activities has increased our delivery whilst retaining grantees at the centre of all we do. Two particular examples of these new activities are the regular release of an AmplifyChange newsletter, and the development of a highly successful campaign which supports a new generation of leaders to communicate for advocacy, #Advocacyleaders.



Nurturing new leaders - #Advocacyleaders campaign

As part of our objective to highlight grantee success stories more strategically and increase grantee capacity to communicate their stories with AmplifyChange, we have developed the new #AdvocacyLeaders campaign with a range of support for grantees tailored to small grassroots organisations:

- Developed social media toolkits including tips on using WhatsApp for advocacy, managing volunteers, and photography and filming with minimal equipment
- Featured AdvocacyLeaders in our email newsletter
- Supported grantee social media by re-tweeting and liking their posts, to increase their networks

In six months, grantees from 16 countries have taken part in #AdvocacyLeaders including 7 Not To Be Missed Countries and we have seen the impact of the campaign, for example:

- AJMMC in Mozambique started using social media for the first time to promote their work on Cause Days with our support
- SAYWHAT Zimbabwe were supported to disseminate their research findings
- Avenir Nepad working on safe abortion in Congo is now using digital media for advocacy and movement building

4.4 Disbursement processes

Although AmplifyChange was never established as a rapid response mechanism, we recognise the importance of getting funding out efficiently to organisations advocating for improved SRHR. We follow fair and independent processes during applicant selection, and for successful applicants we follow transparent and accountable processes of financial assessments including due diligence.

At this pre-contracting phase, we take our time to do things properly and to provide capacity-building support to the grantees. Once groups are contracted by AmplifyChange, the disbursement of funds is based on their regular reports (apart from the Opportunity grants where organisations receive the full funding of 10,000 Euros upfront). This allows us to assess how their projects are running and how expenditure is progressing.

In late 2017, listening to feedback from grantees on the speed of this aspect, we sped up the disbursement of funds following reporting by streamlining some of our processes. This has allowed us to disburse over 50% of our endorsed funds so far (by mid-January 2018), see Figure 11 overleaf. This is very reasonable given that endorsed funds are disbursed in tranches based on reporting, apart from the smaller Opportunity grants where organisations receive all funds upfront to ease cash flow. This will remain an area of priority as we progress in 2018.

4.5 Transparency and IATI

We have always taken transparency seriously. In 2017, we published AmplifyChange funding data on IATI. This provides a public view of the amount of funding received by MannionDaniels as donor contributions to AmplifyChange, and disbursements to CSOs in each of the countries where we work.

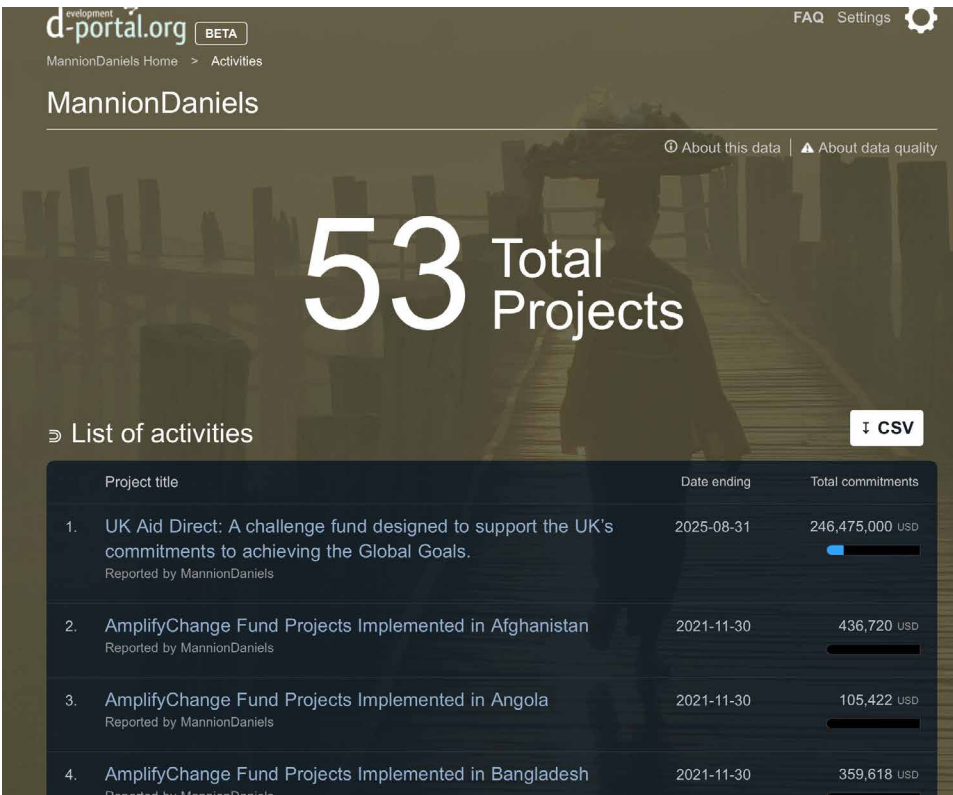
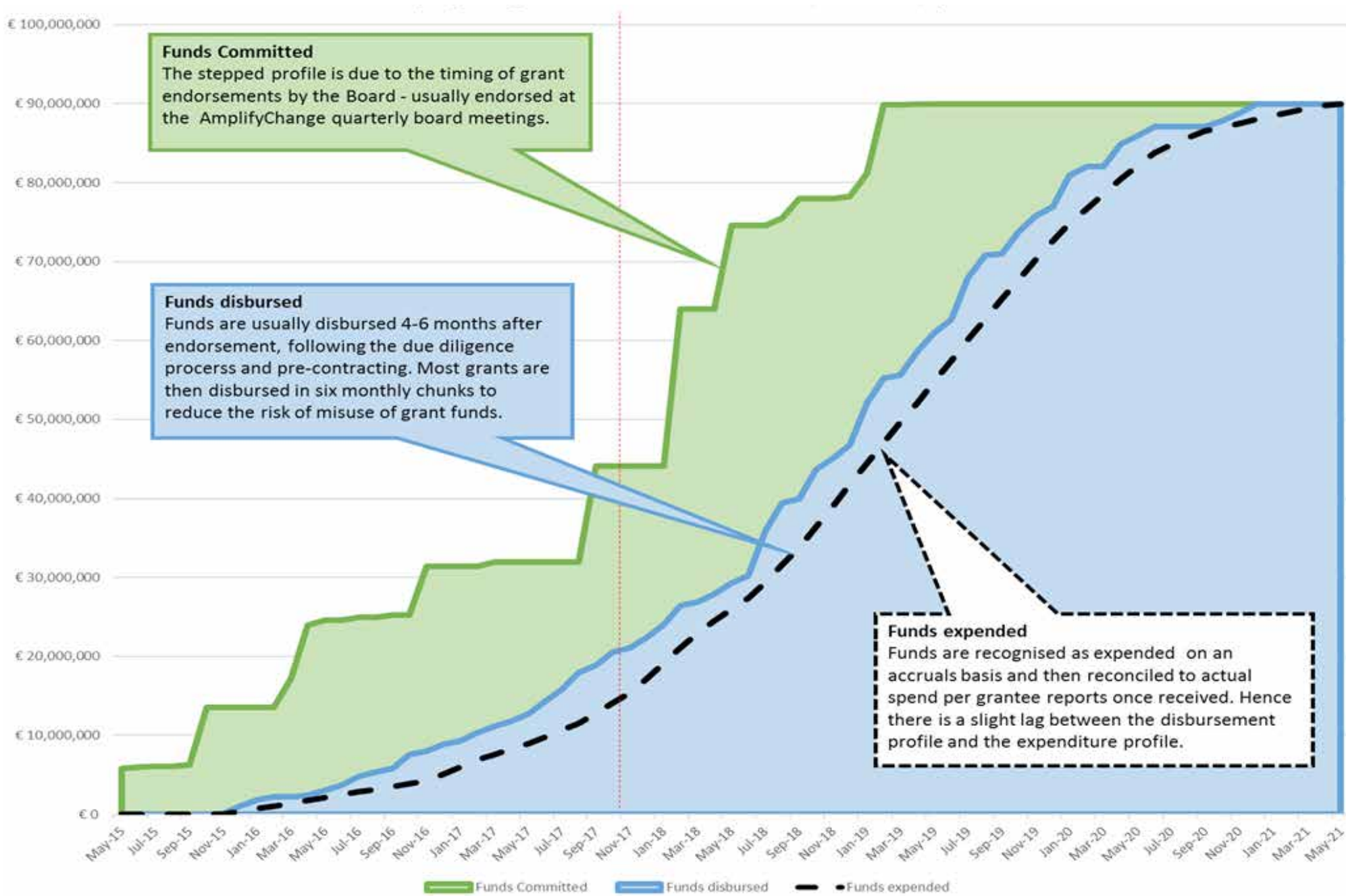


Figure 11: AmplifyChange forecast - funds committed, disbursed and expended



4.6 Working with others

We recognise that especially at this time when there are pushbacks to sexual and reproductive health and rights, it is more important than ever to work together in collaboration with others. In 2017, our teams participated in several key international conferences/meetings, including:

- European Union Health Experts meeting (Belgium, January 2017)
- She Decides launch event (Belgium, March 2017)
- IBP Bi-annual consortium meeting, advocacy for global FP/RH scale-up (USA, January 2017)
- Symposium sur les innovations en matière d'avortement et de Soins Apres Avortement : Expériences régionales et revue de la mise à jour des directives internationales (Tunisia, May 2017)
- Sexual Violence Research Initiative Forum 2017 (Brazil, September 2017)
- IPPF Donor Meeting for Stockholm High-Level dialogue on abortion follow-up (UK, June 2017)
- MSI Donor Meeting (UK, June 2017)
- FP 2020 Summit (UK, July 2017)
- EuroNGOs “Re:Frame: Sexual and Reproductive Health and Rights in the time of Populism” (Belgium, September 2017)
- Advocacy Accelerator - Donor funding for advocacy in the Global South: Are funding models for local advocacy fit for purpose? (Online, November 2017)
- TrustLaw Conference working lunch “Reproductive Rights as Human Rights” hosted by Bayer Pharmaceuticals (UK, November 2017)
- UCL-Lancet Lecture “SheDecides” with Liliane Ploueman (UK, November 2017)
- Dutch coalition on disability and Development and Share-Net, Making Inclusion Work! (Netherlands, November 2017)
- Sustaining civic action: towards a global movement for respectful partnership and responsible exit, INTRAC (Online, November 2017)
- Relationships Matter: Program Officers, Grantees, and the Keys to Success, Centre for Effective Philanthropy (Online, November 2017)

We continue to collaborate with like-minded organisations to strengthen the sector and in 2017 have worked particularly closely with:

- Safe Abortion Action Fund – with whom we share information on grant-making and processes regularly
- UN Joint Programme on Child Marriage – where we are working to build partnerships in-country between advocates
- Girls Not Brides – with whom we regularly consult on grant-calls and support building the capacity of grassroots members
- Voice & Robert Carr Civil Society Networks Fund – whom we met to discuss Fund Management processes and systems
- Global Philanthropy Project – who we consult regularly on how to uphold the human rights of LGBTI communities, and sit on their advisory committee for the Global Resource Tracking report of LGBTI funding
- She Decides – whose work we fully support and have discussed if/how to support promotion of their Manifesto to the wider Southern-based groups we work with

Through the involvement of our consortium partners, we also maintain good collaboration with other Funds; for example, AWDF co-manages the Dutch fund ‘Leading from the South’, and MannionDaniels manages the DFID CSO flagship fund ‘UK Aid Direct’.

Increasingly, we are sharing learning and best practice from our experience to shift the focus onto Southern-based CSOs in international dialogue ensuring their voices are heard and contributions recognised.



Figure 12: Indicative workplan 2018

Grant Portfolio IN PROGRESS	2018 Work plan				Current Status							
	Jan-Mar 2018	Apr-Jun 2018	Jul-Sep 2018	Oct-Dec 2018	Application	GST Concept Review	TRP Review	Board Approval (or FD)	Fiduciary Risk (DD)	Grant Set up	Grant Monitoring	Grants Closing
Funding Rounds												
Network Round 1 (n=17)	Grants Closing				✓	✓	✓	✓	✓	✓	✓	✓
Network Round 2 (n=11)		Grant Monitoring			✓	✓	✓	✓	✓	✓	✓	
Strengthening Round 1 (n=84)		Grant Monitoring			✓	✓	✓	✓	✓	✓	✓	
Innovation Round 1-3 (n=22)	Grants Closing				✓	✓	✓	✓	✓	✓		✓
Innovation Round 4 (n=46)	Grants Closing				✓	✓	✓	✓	✓	✓		✓
Opportunity Round 1 (n=42)		Grant Monitoring			✓	✓	✓	✓	✓	✓	✓	
Opportunity Round 2 (n=34)		Grant Monitoring			✓	✓	✓	✓	✓	✓	✓	
Opportunity Round 3 (n=42)		Grant Monitoring			✓	✓	✓	✓	✓	✓	✓	
Opportunity Round 4 = FGM/CEFM focused (n=40)		Grant Monitoring			✓	✓	✓	✓	✓	✓	✓	
Strategic Round 1 inc. Capacity Building Top Ups (n=3)		Grant Monitoring			✓	✓	✓	✓	✓	✓	✓	
Opportunity Round 5 (n=59)		Grant Monitoring			✓	✓	✓	✓	✓	✓	✓	
Strengthening Round 2 (n=69)		Grant Monitoring			✓	✓	✓	✓	✓	✓	✓	
Strengthening Round 1 Renewals Batch 1 (n=8)	Grant Set up	Grant Monitoring			✓	✓	✓	✓	✓	✓	✓	
Network Round 1 Renewals Batch 1 (n=13)	Grant Set up	Grant Monitoring			✓	✓	✓	✓	✓	✓	✓	
Network Round 3 (n=20)	Grant Set Up	Grant Monitoring			✓	✓	✓	✓	✓	✓		

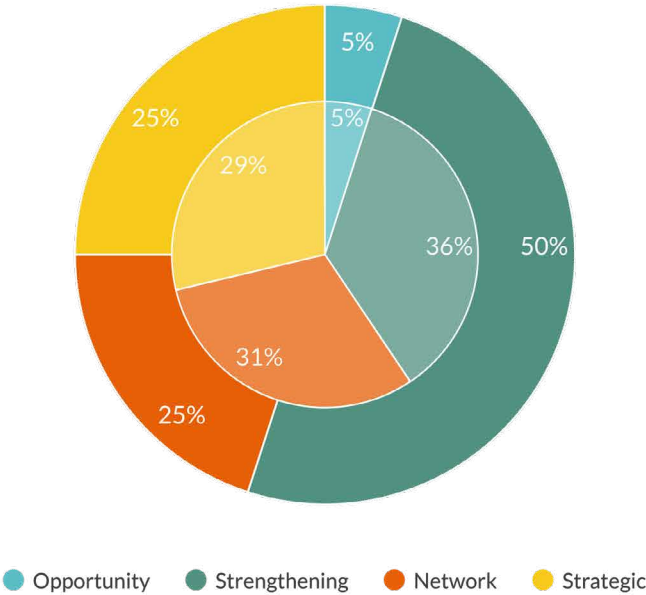
TOTAL NUMBER OF GRANTS n=510

Projected Indicative Work Plan 2018 (depending on learning from current grantees, demand from applications, and donor commitments)							Grant		
Funding Rounds	Jan - Mar 18	Apr - Jun 18	Jul - Sept 18	Oct - Dec 18	No Grants	Value	Grant start	Grant End	Grant Length in Months
Strategic Round 2					8	€ 11,840,000	Jul-18	Jul-20	24
Strengthening Round 1 Renewals Batch 2					35	€ 3,500,000	Apr-18	Apr-20	24
Network Round 1 Renewals Batch 2					1	€ 350,000	Apr-18	Apr-20	24
Strategic Round 1 3rd Year					3	€ 3,000,000	Apr-18	Apr-19	12
Network Round 2 Renewals Batch 1					8	€ 2,800,000	Jul-18	Jul-20	24
Innovation R1-4 & Opportunity Renewals Batch 1					12	€ 120,000	Apr-18	Apr-19	12
Strengthening Round 3					60	€ 6,000,000	Oct-18	Oct-20	24
Strengthening Round 2 Renewals Batch 1					15	€ 1,500,000	Jul-18	Jul-20	24
Opportunity Round 6*					30	€ 600,000	Dec-18	Dec-19	12
Innovation R1-4 & Opportunity Renewals Batch 2*					13	€ 260,000	Jul-18	Jul-19	12
Network Round 4					10	€ 3,800,000	Jun-19	Jun-21	24
Innovation R1-4 & Opportunity Renewals Batch 3*					17	€ 340,000	Oct-18	Oct-19	12
Strengthening Round 2 Renewals Batch 2					25	€ 2,500,000	Nov-18	Nov-20	24
Innovation R1-4 & Opportunity Renewals Batch 4*					12	€ 240,000	Feb-19	Feb-20	12
Strengthening Round 4					60	€ 4,800,000	Jul-19	Jul-21	24
* Assumes €40,000 per grant				Total Number of Grants	309	€ 41,650,000			

Learning & Monitoring & Evaluation	2018 Work plan			
	Jan - Mar 2018	Apr - Jun 2018	Jul - Sept 2018	Oct - Dec 2018
Implementation of LME Strategy				
Regular reflection sessions for internal adaptation				
Connecting grantees on the basis of theme and countries				
Learning products to support grantees released				
Adapting according to lessons learnt from MTR and other				

Figure 13: Benchmarks of grant types

Projected grant types by 2020 against benchmarks (by value)



The outer ring shows our benchmark figures, broken down by grant type.
The inner ring shows the projected percentages for 2020.

Current percentage of grants (by number)

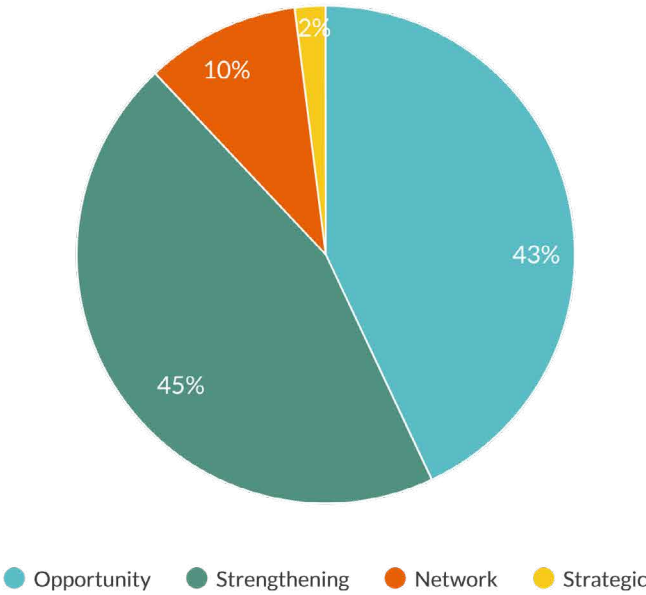


Figure 12 overleaf shows our workplan, with a varied and full stream of funding rounds planned for 2018. This will enable us to continue the momentum of both new and renewed funding for CSOs. We are guided by the benchmarks from our donors, and are close to achieving all of those by 2020. As Figure 13 illustrates, we will have slightly more Strategic and Network grants (when considering grant value) because we know that linking small groups together as part of wider movements and coalitions is a powerful approach. We hope this will be endorsed by our Board in the forthcoming meeting. The vast majority of grants (by grant number) remain small grants to small groups - by 2020 we project that 88% of our grants will have gone to small groups with values between 10,000 - 100,000 Euros.

We go forward into 2018 with confidence and continued commitment to achieving positive and lasting change in sexual and reproductive health and rights.