STRATEGY
2021-2025
AmplifyChange is a triumph to the many who believed in, worked with, and backed it. Each of us was closely involved with AmplifyChange since its start.

At the outset, we shared the conviction of the need to bring in new talent, target the most pressing regions, issues and abuses – and to pursue ways to make this happen no matter how difficult the odds. The results so far, as you will see, have been astounding. Today, AmplifyChange makes it possible for anyone, anywhere, to work with others from the SRHR community to stress-test their ideas into sound plans for action. This platform also provides an essential cover for advocates to work safely in some of the most difficult of political contexts. We were right to believe that, if given the chance, those closest to problems make the most effective of advocates. As we celebrate achievements, we also recognise that AmplifyChange is needed more than ever. So much remains to be done to make SRHR for all a reality.

It gives us great pleasure to see that the characteristic enterprising spirit and unique thinking that got AmplifyChange to where it is, remains alive and well in these plans for the future. We are confident in, and remain committed to, its continued success.

Wafa Adam  Eunice Brookman-Amissah  Mark Chataway  
David Daniels  Safia Nalule Juuko  Fawzia Rasheed  
Sara Seims  Ulla Tørnæs

Opening note from the Members

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Founding Members of AmplifyChange, June 2020
Created in 2014 as a project-based grant funding platform to support advocates of sexual and reproductive health and rights, AmplifyChange was something of a gamble - would there really be the demand from civil society as predicted? Well, more than 6,000 applications on, and over 955 grants made in some 64 countries bringing about positive change, the answer is a resounding yes. But with the end of the AmplifyChange project looming over the horizon in early 2020 and donors not being able to continue funding in the same way, there was a question as to how best to build on its success and ensure a continuous flow of support for SRHR advocacy. Or would AmplifyChange just wind down to a close? We were determined that should not happen as AmplifyChange is needed more than ever to support groups working in the most challenging settings where SRHR remain out of reach.

Despite the recognition of ensuring universal access to sexual and reproductive health within the Sustainable Development Goals, a concerted global effort to roll back sexual and reproductive health and rights continues to threaten gains recently made in many countries. At the time of writing, there is further evidence of the challenges SRHR faces – moves within various national fora to exclude marginalised groups like LGBTI communities from government support, and within global policy fora demanding that any reference to abortion and sexual and reproductive health be removed from Covid-19 responses. Progress in improving SRHR for all has always been contested. Advocacy has played and will continue to play a vital role in bringing about the positive changes that make a real difference to the rights, standards, care and services to which people are entitled.

Advocates came together to offer a solution – to make AmplifyChange a completely independent, not-for-profit, platform for supporting SRHR advocacy with our centre of gravity remaining focused on the Global South. A platform specific to building stronger and more inclusive social movements for SRHR for all across the diverse spectrum of civil society organisations (CSOs) in countries where change is needed most. A platform that will offer grant funding, and a lot more in terms of support for organisational strengthening and knowledge for advocacy, and that will work in a way where local civil society and grassroots organisations drive the agenda. A platform with its own governance, and comprising a diverse group of champions, policymakers and SRHR practitioners from all over the world. This combined dedication and knowledge brings authentic perspectives on all aspects of SRHR, and a Grantee Reference Group to help make sure AmplifyChange is also guided by the groups we intend to serve.

This Strategy sets out a bold ambition for AmplifyChange as it embarks on its new chapter as an independent not-for-profit organisation. It is presented at an important and challenging moment. The global development landscape faces fundamental change in response to the Covid-19 pandemic, a pandemic whose course remains unclear. But we believe that supporting local grassroots civil society offers the best prospect for fostering sustainable change that can help build resilience within communities.

We are delighted to commend this new Strategy for AmplifyChange.

Lana Dakan, David Daniels, Narmeen Hamid (Chair), Nyovani Madise, Sara Seims
AmplifyChange Transition Board, June 2020
This Strategy sets AmplifyChange on its new path as an independent, not-for-profit organisation supporting advocacy to make SRHR for all - particularly those least able to attain and enjoy their SRHR including women and girls, persons living with disabilities, young people, LGBTI and vulnerable and marginalised groups such as persons living with HIV/AIDS - a reality.

AmplifyChange has a bold ambition - to be a global leader in building stronger and more inclusive movements for SRHR, by effectively supporting those who are best placed to lead change and amplifying their voices.

AmplifyChange puts grassroots organisations at the centre of all we do. We are defined by our values of being responsive, supportive, forward-thinking, transparent and respectful. We have, and will continue, to live by these values. We have achieved and learnt much since our inception in 2014. We will continue to listen, so we adapt to changes in locally driven SRHR agendas. Working towards social justice, we will continue to reflect on the stigma created by the intersectionality of issues including gender, disability, climate and racial justice.

AmplifyChange has established a unique place within the global SRHR architecture - no other platform specifically supporting civil society SRHR advocacy has the reach or range as AmplifyChange. AmplifyChange supports advocacy especially on the sensitive and neglected issues within SRHR. It reaches groups in countries that face the biggest challenges. And many of the grassroots groups supported by AmplifyChange have never previously received funding from any donor. AmplifyChange helps them financially and provides support for their organisations to blossom. This includes organisational strengthening of their financial and operational systems in order to help them attract other funders. We amplify their voices by aggregating their results, and we support social movements of change by providing opportunities to link and leverage connections, in solidarity stronger together.

Becoming a not-for-profit organisation creates the opportunity for AmplifyChange to develop as a sustainable and inclusive platform to support SRHR civil society advocacy in, and informed by, the Global South. AmplifyChange is guided by our independent founding Members and Board of Directors. These are composed of experts with lived experience from the world over, respected SRHR advocates and representatives in their own right. A new Grantee Reference Group will also help ensure AmplifyChange works in ways that respond to, and are guided by, advocates in the Global South. We will continue to evolve the governance and structure of AmplifyChange as a funding platform, listening to constituents’ needs, and making it as inclusive as possible.
This Strategy has been prepared following extensive consultation with advocates, grantees, funders and technical specialists covering all of the SRHR themes that AmplifyChange supports. **AmplifyChange grantees have been central in highlighting the sorts of changes and new ways of working that would make a big difference in supporting their work.** For example, AmplifyChange needs to be ready to quickly support groups respond to unexpected opportunities and threats as they arise. A Rapid Response Grant facility will now be developed to make sure we can do so.

A new Partnership Grant to enable on-granting to smaller groups will be available to organisations whose primary ‘headquarters’ is based in the Global South, as defined by official development assistance (ODA) eligibility - view online at [OECD-DAC](https://www.oecd.org/dac). ‘On-granting’ specifically means that Partnership grant holders will be able to provide grants, and organisational support, to smaller civil society organisations within their movement. This is a key change from the first phase of AmplifyChange, and increasingly important to support more resilient movements for the most challenging issues, such as LGBTI rights, or in countries with closing civic space. **Partnership Grants will help strengthen the capacity of a growing constellation of organisations in the Global South to be dynamic regional and global leaders in advocating for SRHR for all and support more sustainable and resilient local responses.** They will help embed advocacy and grant support decision making in the Global South and proximate to the countries where civil society seeks to bring about positive change. These Partnership Grants replace and improve on the previous large grants (Strategic Grants).

Whilst AmplifyChange operates as a ‘challenge fund’ in making grants available competitively, our ethos and approach is to help applicants and grantees succeed. **Our grants are designed specifically to encourage new entrants - to nurture groups, reach out, mobilise alternative resources for CSOs and foster networking and connections across civil society and bring groups together.**

Many grantees operate in settings where their capacity and resources are over-stretched. So AmplifyChange will make funding available, especially to help **organisational strengthening**, and we will focus on smaller grantees where capacity building and profiling of their work would be particularly beneficial in developing confidence and opportunity for alternative funding.

AmplifyChange will focus our grant resources on groups seeking to make a real difference to the most vulnerable and marginalised groups in an inclusive way. We will seek to re-orient grant resources towards countries and SRHR issues that donors tend to ignore or avoid, and ensure our resources complement - and not duplicate - the efforts of others. **In particular, we will increase the proportion of grant resources directed to groups working in challenging contexts and topics where SRHR are most off-track.** This includes contexts working with persons living with disabilities, whose sexual and reproductive health needs are often...
overlooked, and other vulnerable groups including persons living with HIV/AIDS. AmplifyChange will maintain Southern-based grantees as the centre of our knowledge for advocacy strategy. We will share learnings in accessible formats including grantee-owned, accessible, digital communities of practice. As an independent, not-for-profit organisation, AmplifyChange will share this knowledge in a clear advocacy voice, maximising the collective grantee knowledge to produce keynote products advocating for SRHR to diverse audiences. This will help raise the profile of AmplifyChange and continue our role as the vehicle for advocates’ voice.

AmplifyChange will support knowledge and research groups based in the Global South through collaborating partnerships to foster cross-organisation knowledge generation and sharing, and independent evidence for assessment of results and impact.

AmplifyChange has a lean core team with grants management and SRHR technical competencies. We will establish service level agreements for more flexible and specialised services from quality providers across the world. We will make maximum use of flexible resources for specialist functions through open market tendering to ensure we are able to adapt to changing circumstances and provide value for money. Where feasible and competitive, these services will be located in the Global South. The core staff will continue to ensure strong systems and oversight for accountability to AmplifyChange processes and procedures reporting through a Chief Executive Officer to the Board of Directors.

AmplifyChange has high standards and expectations for ourselves. We are committed to transparency in how we work and will continue to ensure our decision-making and performance are transparent, publishing relevant metrics to demonstrate this on our website. We will continue to seek regular grantee feedback on our performance, with the aim of securing a high positive rating.

We recognise the critical importance of assessing progress in all aspects of our work. As part of implementation of this Strategy, we will develop a refreshed Theory of Change and accompanying results framework to help track progress in delivery, outcomes and impact. We will do this in consultation with grantees and other stakeholders. This Strategy will itself be subject to an independent external review at the mid-way point of its implementation.

We take on this challenge at a time of huge uncertainty as Covid-19 impacts on the most poor and vulnerable communities least able to cope. We believe that protection of SRHR must be an integral element in responses to Covid-19 to protect women and girls, and vulnerable and marginalised groups. Our wide network of connections with SRHR civil society, and especially small grassroots groups in the Global South, mean that AmplifyChange is well placed to provide the information and support needed to make this happen.
This Strategy builds on the achievements, lessons and experience of AmplifyChange over the first six years of its operation. These achievements include contributions to over 30 key improvements in SRHR policies, laws or budget allocations in some 24 countries. There are plenty of case-studies that document successes at a more local level on positive social norm change, increased individual awareness of SRHR within marginalised groups, and other key indicators of success.

The Strategy marks a transformative shift for AmplifyChange, from a commercially tendered project managed through multiple contracts with donor partners to a not-for-profit entity guided by and accountable to independent founding Members and its own Board of Directors, all of whom are respected SRHR advocates in their own right and bring a wealth of experience from the public, private and CSO sectors. This shift is an exciting opportunity to develop AmplifyChange as a sustainable platform to support SRHR civil society advocacy in the Global South.

This Strategy also reflects the views from extensive consultation, especially among our most important stakeholders - the civil society advocacy groups we support in the Global South. During April and May 2020, AmplifyChange undertook a range of remote, inter-active workshops, interviews and discussion meetings with our key stakeholders, including over 130 grantees from 17 countries, internal team, independent advisors on the Board as well as donors, and new governance members. Consultation with grantees and donors confirmed the unique global role of AmplifyChange in supporting SRHR advocacy among the most vulnerable groups in the most challenging and marginalised areas.

Delivery of this Strategy will be assessed using a results framework based on the AmplifyChange Theory of Change and key policy, performance and operational benchmarks. The Strategy will be subject to an independent external review at the mid-point of implementation.
This Strategy seeks to position AmplifyChange as an essential and unique part of the eco-system working towards making SRHR a reality for all. Particular focus will be on those least able to exercise and enjoy their SRHR - women and girls, young people, LGBTI, vulnerable and marginalised groups, including persons living with disabilities or with HIV/AIDS. In doing so, AmplifyChange aims to be the partner of choice for funders wishing to support CSOs in ODA-eligible countries.

AmplifyChange can reach local and grassroots organisations working in some of the most fragile, remote and challenging settings and on the most challenging SRHR issues. We run an efficient, web- and digital-based, bilingual (English/French) platform for supporting SRHR advocacy, underpinned by strong communications. We will seek to intensify our focus on supporting groups in challenging contexts where SRHR indicators are worst where we can add real value. This includes fragile and conflict-affected countries, and geographies where the right to sexual and reproductive health remains contested.

AmplifyChange believes that supporting grassroots-driven change is key to bringing about sustained and sustainable improvements in SRHR. In doing so, we will continue to focus on neglected areas of SRHR:

- Gender-based violence, including female genital mutilation/cutting, domestic and sexual violence.
- Safe abortion choices.
- Challenging stigma and discrimination, including for LGBTI groups.
- Better sexual health for young people.
- Access to SRHR services for poor, vulnerable and marginalised groups including persons living with disabilities or with HIV/AIDS.

Within these focus areas of SRHR, AmplifyChange will explore opportunities for new approaches and respond to challenges that advocates in the Global South identify as their priorities for action. Specific attention will be focused on emerging and cross-cutting themes that impact on SRHR and well-being, such as menstrual health, youth empowerment, engaging with male change agents, inclusion, sex-positivity and mental health.

We are cognisant that social change intersects a variety of different movements, including gender, racial and climate justice. We appreciate this intersectionality and will continue to build collaborations with partners who share our values to make positive change. We will adapt our tools, processes and grant types to ensure civil society can respond in a sustainable and rapid manner to mitigate new and emerging threats and protect those likely to be most at risk. The current Covid-19 pandemic clearly demonstrates the threats facing many civil society groups and demands responses that support local capacity and resilience.
Persistent neglect and a well-resourced opposition deny millions of women, young people, persons living with disabilities or with HIV/AIDS, LGBTI and vulnerable and marginalised groups in the Global South their rights and access to essential SRHR information and services throughout the course of their lives. Poor outcomes reflect the continuing need to reform restrictive, outdated or non-implemented policies, laws and budgets, and to remove other barriers to accessing SRHR services.

Within a short space of time, AmplifyChange has become the principal funding partner to hundreds of SRHR civil society groups in Sub-Sahara Africa and South Asia with no previous access to funding for advocacy. There are no other civil society advocacy funds that are solely focused on SRHR and few other funds that have the reach or range across the spectrum of SRHR priorities, or different civil society organisations, as AmplifyChange. Because of this combination of focus and reach, AmplifyChange is uniquely positioned to help build critical mass and amplify the voices of those many people and organisations leading the change.

AmplifyChange has demonstrated that by supporting local advocates, progress can be made where it matters most through careful engagement with policymakers to secure positive change in policies, laws or budgets on SRHR. Whilst the global policy environment remains highly contested, positive change through advocacy is making a difference.

The transformation of AmplifyChange is taking place at a critical moment as Covid-19 destabilises every aspect of people’s daily lives the world over. Whilst the course of Covid-19 remains uncertain, it has already created levels of debt that will affect the ability of all countries to ensure basic health and public services. Within the UN and World Health Assembly, efforts have been made to exclude SRHR from the international response to Covid-19. Ensuring SRHR is central within health systems, universal health coverage, and Covid-19 responses is a key role for advocates. Supporting advocates to fulfil it is a key role for AmplifyChange.
Covid-19 is impacting more on poor and vulnerable communities, and especially women and girls. It is exposing existing and pervasive inequity and stigma. It is disrupting already inadequate access to SRHR services and is being used as a pretext for closing civic space and intimidating LGBTI groups and stigmatising persons living with disabilities. Countries in ‘lockdown’ have witnessed increased levels of domestic violence, fuelled by alcohol and substance abuse and with huge impact on physical and mental health. The suspension of services for young people such as comprehensive sexuality education risks exacerbating already poor SRHR outcomes. It also puts more girls at risk for female genital mutilation/cutting and child marriage.

The need for women to be able to access services including safe abortion has perhaps never been more important. Advocates have a vital role to play in ensuring accountability and calling on governments, policymakers and service providers to remove obstacles to abortion services and recognise that access to medication abortion during the pandemic - and at other times - will help save women’s lives. We believe that the challenge of Covid-19, and other unpredictable events, should prompt thinking about different ways to help civil society groups better respond and build local resilience. AmplifyChange will adapt the way it supports grassroots civil society to remain relevant. This Strategy contains new grant opportunities intended to help ensure this happens.
Whilst AmplifyChange operates a ‘challenge fund’ making grants available competitively, we also manage SRHR knowledge and engage in advocacy with grantees and partners. Our ethos and approach is to support applicants and grantees to succeed, and to provide longer-term and more predictable funding to well performing groups where we can. Strong fiduciary management and stewardship processes ensure that funds are used only for the purpose intended. Grantees are supported to put in place the financial management systems they need when required, to help resource their priorities of organisational strengthening, advocacy and fundraising. This also helps give confidence to other potential donors to support these groups.

AmplifyChange seeks to be different from traditional and longer established SRHR advocacy organisations. As a challenge fund open to all SRHR advocacy civil society groups in ODA-eligible countries, support is not restricted to members or affiliates, or the ‘usual suspects’. Support is based on the strength of ideas, innovation, commitment and performance of grantees. This approach involves an inevitable element of risk which AmplifyChange engages in with open eyes. Risk is monitored and the level of risk in the overall grant portfolio is quantified through regular scrutiny of a risk register to allow the Board to establish a level of risk-preparedness in a transparent manner allowing for risk mitigation.

AmplifyChange aims to be agile, lean and light touch, without compromising quality and its ability to provide personalised support to its grantees. The increasing role of digital technology means that the geographic location of AmplifyChange is not an issue. This is echoed by grantees. Extensive use of digital technology means we can connect with hundreds of diverse grantees instantly (and minimise our carbon footprint at the same time). This helps to build intimacy and a more trust-based relationship with grantees, one where “AmplifyChange walks along the journey with grantees” (as expressed by one grantee in the consultation process).

We do not seek to put in place extensive and inflexible ‘in-house’ structures to manage operations. Whilst a minimum management and technical capacity will be required, we will explore options to draw on flexible resources for select specialist functions through open market tendering. We will also draw on our extensive network of Strategic Advisors. This will ensure we are agile. We will be better able to adapt to changing circumstances and needs and avoid entrenching resources as and when know-how and skills requirements evolve.
In working as a challenge fund, AmplifyChange must be transparent in all aspects of our work and decision-making. We will continue to publish key performance data, as part of the process of holding us to account. It is right that applicants and grantees should continue to know how decisions are made. AmplifyChange believes that transparency and open communication with our grantees and stakeholders strengthens trust and improves performance. This also means respecting the desire of smaller groups receiving support to anonymity when it is important to their mission and work.

In implementing this Strategy, AmplifyChange will be guided by the values and principles that have shaped our approach since inception:

- Accessible and responsive to applicants and grantees.
- Supportive and flexible in engaging with applicants and grantees.
- Open and transparent, committed to making information widely available.
- Demand-led, using grantee feedback and lessons to adapt ways of working.
- Results focused, with performance metrics jointly developed with grantees.
- Sound management and stewardship of financial resources.
- Independent from external policy pressures and guided by our Members.

These are common values that stakeholders of AmplifyChange share. In consultations for this Strategy, stakeholders highlighted the following:
Sound and responsive grant management is essential to ensuring AmplifyChange is an effective platform for supporting SRHR advocacy. But AmplifyChange is more than a fund; it is a wider platform committed to organisational strengthening, generating and sharing knowledge for advocacy, reflecting on lessons and impact, and in engaging selectively to influence SRHR policy. Three delivery streams, summarised below, will drive AmplifyChange. They are all closely intertwined and seek to help deliver a total package that is greater than the sum of its parts.

Key deliverables will serve to focus and guide implementation and monitoring of the AmplifyChange Strategy. They include new grant types to better respond to the needs of civil society groups, and to more strongly embed support for advocacy in settings where it can make a big difference. We will continuously monitor Strategy implementation through annual results frameworks. These will be assessed annually and as part of the mid-Strategy independent external review.
AmplifyChange will focus grant resources on groups seeking to make a real difference to the most vulnerable and marginalised groups. In particular, we will seek to re-orient grant resources towards countries and SRHR issues that are harder to fund, and ensure our resources complement, and not duplicate, the efforts of others. Country specific mapping of SRHR environments and donor support - especially for countries with very significant donor support - will help guide and focus AmplifyChange funding to where it can make most difference, whilst maintaining a fair geographical balance. This will include fragile and conflict-affected states, the urban poor, and contexts where stigma towards marginalised populations persists (e.g. around LGBTI populations, or persons living with disabilities).

All AmplifyChange grants will be open only to groups whose primary ‘headquarters’ is registered in the Global South and within an ODA-eligible country. Sub-Saharan Africa and South Asia will continue to be regional priorities, with some grants in other regions including the ODA-eligible countries in the Arab region, but emphasis will be given to supporting advocates working in fragile and unstable settings where women and girls face particular challenges to their SRHR. This may, on an exceptional basis, include countries outside these regions facing particular challenges to SRHR and where AmplifyChange could add value to existing efforts.

AmplifyChange will continue to offer a range of grant types based on grantee feedback that suggests that a clearly delineated choice in available funds helps groups to develop their applications and plans on realistic levels of ambition. AmplifyChange will extend the grant values and duration within each grant type, responding to feedback on allowing for a wider range of applications and for more predictable funding. Please see the table below for indicative details of each grant type. Please note that the grant details (names, lengths, amounts) are subject to change based on ongoing learnings.

AmplifyChange will replace the current Strategic Grant with a new Partnership Grant. This has emerged as a clear need to extend the reach of AmplifyChange and strengthen solidarity and linkages between civil society groups working on the same subject in the same region. Unlike the other grant types and in the first phase of AmplifyChange, civil society organisations managing a Partnership Grant will be able to ‘on-grant’ funding to smaller groups using common processes and procedures agreed with AmplifyChange, and assume a greater role in supporting, mentoring and building the capacity of grassroots advocates. Partnership Grants will embed support and advocacy within local settings and help strengthen the capacity of local grant-making entities. These grants will only go to applicants where on-granting is part of their strategy and strengthening the solidarity of a movement shows added value – for example, where working in closing civic space or with groups whose constituents are increasingly marginalised. Where a Partnership Grant applicant is already in receipt of donor funding, either directly or indirectly, clear demonstration of the added value of AmplifyChange support will be needed. AmplifyChange will also broaden the amount of funding offered to Network grants to ensure those who want to work in coalition, but not on on-grant, can do so.

A rapid response facility will be introduced for unanticipated issues, such as to support groups to address the impact of Covid-19 or other health emergencies including natural disasters if appropriate.
Rapid Response Grants will be available to grantees (of any grant type) that have already completed due diligence but are ready to respond quickly to emerging threats and concerns with additional support. Specifics will be addressed but would potentially include a rapid approval panel chaired by the CEO, and advice and endorsement of the Board would be sought in deciding on the circumstances when this funding can be put in place.

AmplifyChange will explore ways to increase the predictability of its grant support for well-performing grantees, for example light touch processes for grant renewal and/or longer grant agreement periods, whilst ensuring continued and sufficient funding opportunities for new applicants. Depending on donor support, it is proposed that certain grant types should be available for up to 5 years in the first instance, subject to satisfactory performance after 3 years.

Responsiveness and speed in processing grants is critical to enabling advocates to maximise policy influencing opportunities. Application and reporting processes will be simplified and in the spirit of transparency, AmplifyChange will undertake to publish our own performance metrics for grant processing as part of our commitment to continual improvement. We will also seek grantee feedback on our performance, with the aim of securing a high positive rating.

Fiduciary risk management and due diligence play a vital role in ensuring resources are used as intended and in strengthening the capacity of groups to effectively manage and implement grant funding. Whilst it is not possible to completely eliminate all risk, having a clear risk strategy across the portfolio can help manage risk and ensure there is explicit understanding and endorsement from the Board and donors toward agreed levels of risk. This risk strategy, with an accompanying risk register, will encompass other elements of risk across the portfolio as we are well aware that grantees work on sensitive subjects in challenging contexts. This will be especially important in managing Rapid Response Grants and in having a proportionate approach for the stewardship of resources. Current Fiduciary Risk guidelines will be revised and broadened for this purpose. We will detail the parameters for grants, as well as enhanced processes for efficiency, and the broad risk approach in a grant management plan.
The raison d’être of AmplifyChange is to build stronger and more inclusive movements able to bring about better laws, policies and services for SRHR. Strengthening the organisations we support and connecting them - through networks, coalitions, partnerships, convenings or digital platforms - will continue to be a vital element of our approach. Organisational strengthening is core to our overall approach and values.

AmplifyChange will develop a specific organisational strengthening plan that details our work, and also increases our ambition by intensifying our approach for selected organisations. This plan will emphasise partnership and mentoring support for developing governance and management systems, networking and mentoring and leveraging resource mobilisation opportunities for civil society organisations. Resource mobilisation should include a more specific mapping of what alternative sources funding might be available for grantees locally, including from potential private sector sources, purposefully looking for ways to diversify CSO income streams and make their work sustainably financed. Some models may be business-blended approaches such as running small shops or hospitality venues that support an income stream, investment from local philanthropy, or financial support from other interested donors. This broad range of funding models will help promote an element of sustainability for CSOs advocating on SRHR. Performance indicators for organisational strengthening will be incorporated into a refreshed Theory of Change in order to ensure it is at the centre of the grant cycle.

Specific grant funding, including for core budget support, will be available for grantees to use for organisational strengthening purposes (up to 40% of the total budget, if appropriate), and they will be encouraged to make full use of this in order to embed organisational development within their advocacy work. AmplifyChange will also focus on a proportion of smaller grantees where capacity building and profiling of their work would be particularly beneficial in developing confidence and capability.

Furthermore, Partnership Grantees will have a particular role in supporting the capacity and capabilities of smaller groups and in continual mentoring of partner groups. Partnership Grants will serve to link less experienced groups with established advocates and knowledge and research groups, able to offer continuous mentoring support and advice, as well as solidarity within the movement.

AmplifyChange will support know-how and capacity through continued development of web-based resources, tools and guidance materials on a wide range of issues that encompass the application and grant management cycle as well as topic specific subjects relevant to groups working on advocacy. AmplifyChange Learn will be further developed as a platform to share the lessons and experiences of grantees themselves with their peers and ‘new entrant’ advocates.
Knowledge for advocacy

AmplifyChange will develop a knowledge management plan that continues to place grantee experience and learnings at the centre. The knowledge management plan will ensure that knowledge will be gathered and shared among grantees through accessible means. It will also enable AmplifyChange to use the evidence and lessons to advocate to wider SRHR, health and development audiences again putting grantees at the centre. Knowledge partnerships with groups in the Global South, supporting communities of practice, development of digital learning and sharing, and supporting, empowering grassroots CSOs to strengthen their know-how and networks and evolving our partnerships and collaborations will feature as key elements in the plan.

We will continue to develop pragmatic tools and guidance to support applicants and grantees in their advocacy planning, implementation and reporting. This will include expanding the range of ‘learning memos’ and ‘how to’ guides covering grant management lessons, priority thematic issues and offering examples of effective responses.

Lessons for SRHR responses to Covid-19 are an immediate priority and AmplifyChange can play an important role in sharing emerging lessons on coping with, and responding to, Covid-19. AmplifyChange can also use these lessons to advocate for SRHR to be prioritised within Covid-19 responses. This will be needed as Covid-19 continues to compromise the economic situation globally.

AmplifyChange Learn will be expanded and further developed as a platform to share the knowledge and experiences of grantees across SRHR and emerging related issues. As a grantee-led resource, development will be undertaken in close consultation with grantees to in order to maximise its utility as a cross-organisational learning tool. Other opportunities to share experiences such as digital communities of practice will continue. AmplifyChange will use these tools to continue to explore intersecting issues to help foster solidarity, and a shared and locally owned sense of identity and vision. AmplifyChange will also encourage peer review and reporting approaches to foster a culture of self-assessment and improvement among grantees and fostering grantee owned digital communities of practice.

By placing grantees at the centre, we ensure voices and local contexts from the Global South are heard. AmplifyChange will maintain its commitment to give voice to the grantees it supports, and to explore opportunities for facilitating representation of women and girls, young people, and vulnerable and marginalised groups in relevant policy influencing processes.
AmplifyChange will support, engage with and learn from knowledge and research groups based in the Global South. AmplifyChange will put in place collaborating partnerships with regional knowledge and research groups based in the Global South in order to foster cross-organisation knowledge generation, evidence for policy and assessment of results and impact. Knowledge and research partnerships will offer a focused way to support policy analysis, gather evidence, identify lessons, challenges and potential responses, and develop novel approaches to assess impact. Knowledge and research groups will be tasked with convening grantee communities of practice and supporting connectivity among grantees with shared challenges and concerns.

As a widely-networked knowledge platform and broker, AmplifyChange is well placed to assume a leadership role in communicating and using knowledge to advocate for SRHR. Transcending individual grantee’s experiences and achievements, the rich veins of knowledge and experience of its grantees can be mined to analyse, aggregate and amplify.

AmplifyChange aims to publish knowledge products and host events to ensure we have a clear external voice. Using our collective knowledge and with input from grantees, we will look to develop keynote products that inform and aid advocacy (such as a global SRHR ‘barometer’).

AmplifyChange will also consider options for promoting wider public engagement with the issues it prioritises and work of grantees, directly, for example with parliamentarians in Africa, Asia, Europe and elsewhere, and indirectly through its grantees in the countries where funding is provided with local opinion leaders, media and influencers.

We will continue to develop and evolve our collaboration and partnership within the wider eco-system of key organisations, advocates, policymakers and influencers supporting SRHR advocacy. Central to our approach is to develop strong civil society groups and movements and to amplify their voices. AmplifyChange and our grantees are well placed to contribute to national, regional and global dialogue to ensure SRHR for all.

AmplifyChange will seek also to engage advocates, policymakers and influencers not part of the SRHR movement with the aim to building wider networks sympathetic to the issues AmplifyChange supports.
A diverse and broad-based group of Members representing the main constituents of AmplifyChange came together to register AmplifyChange. They bring a mix of skills, experience and perspectives from the public, private and CSO sectors. They appointed the Board of Directors with a similarly relevant and representative skillset. A significant proportion of both governance structures are from the Global South, and this proportion will be safeguarded and expanded to ensure AmplifyChange stays accountable to its principles of representation.

Governance for AmplifyChange in terms of overall stewardship, ensuring financial health, policy and performance is provided by our Members and Board of Directors who serve in personal capacities and bring diversity, lived experience and expertise from the Global South across a spectrum of issues relevant to vision and mission. The Board of Directors is responsible for appointment and oversight of the CEO and for the grant funding decisions of AmplifyChange. We will encourage our funders to work closely together with us, for example through a donor consultative forum, to help inform policy and strategy thinking. Governance and delivery arrangements for AmplifyChange are summarised below.

**Members**
Guardians of AmplifyChange. Play a creative and supportive role in guiding and enabling its work.

**Board of Directors**
Appointed by AmplifyChange Members. Responsible for CEO and oversight of management and performance and grant making decisions. Appointed on a personal and independent basis.

**Donor Group**
Serves to facilitate dialogue between AmplifyChange and its donors

**Technical Review Panel**

**Chief Executive Officer**

**Grantee Reference Group**
Consultative feedback mechanism

**Team**
(including Strategic Advisors)

**Delivery**
The CEO leads delivery and implementation through a core team, an expanded Strategic Advisor regional network, and consultation with Partnership Grants. An independent Technical Review Panel, with an expanded membership embedded in the Global South and drawn from the SRHR movement, provides expert input and recommendations for funding. They also contribute to rapid response reviews that can be mobilised at short notice. Regular consultation with grantees in a safe space to get honest feedback will be through the Grantee Reference Group. Options for decentralising key functions are examined continuously with the aim of ensuring AmplifyChange is well placed to be informed by, and respond to, the priorities of groups based in countries where it offers grants.

In seeking to be lean and agile, AmplifyChange makes use of flexible resources for select specialist functions through open market tendering, such as for fiduciary risk management and due diligence. AmplifyChange will consider a decentralised approach to fund management as the Strategy develops and depending on donor funding. In particular, the possibility of sub-contracting competent locally-registered fund management and organisational strengthening service providers will be explored.

AmplifyChange will develop a sustainability policy and practices to ensure the organisation and its supply chain and travel practice maintain the highest possible level of ethical and sustainable practice. This will include social and environmentally responsible actions across all of our work.

A Grantee Reference Group is introduced as a new element to serve as a regular and valuable feedback mechanism, to ensure grantee views are taken into account in a structured way, over and above routine grant reporting. It will be comprised of grantee representatives from across a broad spectrum of AmplifyChange grantees. The Grantee Reference Group will also be a valuable resource in helping to continuously and regularly inform and shape the overall approach, management and delivery of AmplifyChange.

We will draw on our network of Strategic Advisors who play a key role in managing, supporting, learning lessons and gathering stories from grantees. In addition to their role as country-based grant support advisors, they work as virtual regional networks, bringing together a mix of skills and expertise for the benefit of grantees. This can happen through regular convenings of Strategic Advisors from the region with grantees.

Partnership Grant holders will have a special role in taking on more active grant management roles, with essential tools, processes and guidance provided by AmplifyChange. In addition to grant management functions, they will offer regional and/or thematic expertise, support knowledge management and contribute to capacity building. Partnership Grant holders will be able to explore options for supporting local advocates appropriate to context and capacities.

AmplifyChange will continue to develop, refine and improve its digital approach to ensure a seamless and user-friendly experience for applicants and grantees. In providing a web- and mobile-based platform for applicants, AmplifyChange can offer support to groups working in the most remote, difficult and challenging of circumstances where potential partners do not operate. A strong digital approach will enable AmplifyChange to process a large number of varied grant types and to produce a range of fund performance metrics, at portfolio and individual grant level.
The global contribution AmplifyChange is able to make is dependent on the financial support received from its funders. From a starting base of four donors at its inception in 2014, AmplifyChange has built and diversified its base to up to nine public and private sector donors. This galvanization of broad support has reduced risks related to funding fluctuations and has also encouraged inspirational interaction from different public and private sector champions of SRHR. Based on this experience, the aim of AmplifyChange is to mobilise resources to the total scope of between £12-20 million per year with implementation modalities allowing for both low and high scenarios. Members and Board Directors will play an important role to help identify and leverage new and diversified sources of support, including from potential new private sector sources.

In the forthcoming years, the strategic approach of AmplifyChange to mobilise this level of resources is to maintain and further expand its donor base, encompassing:

- Bilateral donors
- Philanthropic foundations
- Private sector sources.

We will reach out to potential new donors to promote awareness of our work and seek the support of current funders in our resource mobilisation efforts. The evolution to a not-for-profit entity also provides an opportunity to increase funding from donors and private sector corporate social responsibility sources, as well as explore options for crowdfunding - which could offer one avenue for engaging wider public support for the causes AmplifyChange supports.

We will provide specific support to grantees to identify and pursue options and opportunities for securing alternative and complementary sources of funding and help leverage and broker funding from other donors.

A proposed donor group forum could also serve to promote donor coordination in supporting AmplifyChange, and our grantees wherever feasible, and in aligning donor review and reporting requirements to the extent possible. The new not-for-profit status of AmplifyChange should hopefully allow for more harmonised donor contracts and agreements into a pooled fund and enable longer-term and predictable planning on grant financing scenarios.

Whilst AmplifyChange will aim to operate as a pooled fund in managing donor resources, it is recognised that some current and potential donors will prefer to allocate funding towards particular themes and issues. Earmarked funding will make a valuable contribution in supporting AmplifyChange, but should not unduly skew resource allocation. A guiding principle will be that AmplifyChange would not accept support from a donor that sought to explicitly exclude their contribution from supporting wider SRHR. Earmarked funding will be judged by the Board considering key principles and criteria including: (i) potential impact; (ii) building the SRHR movement; (iii) SRHR status; and (iv) availability (or not) of alternative sources of support.

Approval from the AmplifyChange Board will be sought on major new fundraising opportunities.
Working on advocacy is not an easy or simple process – it requires a longer-term investment that provides more resilient and sustainable change. Change can take time and demand persistent effort. But AmplifyChange recognises the critical importance of assessing progress in all aspects of its work. We regularly review our indicators following grantee and team reflections. We will continue to reflect and evolve our current indicators and performance benchmarks to track progress in delivery, outcomes and impact.

The AmplifyChange Theory of Change set out overleaf maps out the pathways and linkages between the grants we will offer, the delivery streams we will pursue, and the anticipated outcomes and impact of the advocacy we support. A refreshed Theory of Change, that will take into account lessons and knowledge gained by AmplifyChange will be developed in the first 12 months of the Strategy. It will provide the basis for, and be developed alongside, the adapted metrics.

The configuration of AmplifyChange grant types, proportion of funds directed to each SRHR focus area, geographical breakdown of grants will be based on the overall level of donor funding to AmplifyChange and policy decisions agreed with its Board and donors. Performance benchmarks to guide geographic and thematic resource allocation have been helpful in ensuring AmplifyChange is supporting groups in countries working on the widest spectrum of SRHR issues. Country mapping will help ensure geographic and thematic benchmarks are used effectively to maximise the value added of AmplifyChange resources and will be kept under regular review by the Board and Delivery Team.

New performance metrics will be explored with the Board of Directors and Grantee Reference Group, for example, to ensure AmplifyChange is focusing resources on settings most off-track on SRHR, on women-led groups and on groups working in the most difficult and challenging settings. AmplifyChange will publish on its website all performance benchmark material to ensure applicants and grantees are aware of the parameters that help guide funding decisions.

External verification of grantee results is an important development for AmplifyChange. As part of the new knowledge management plan, AmplifyChange will partner with research groups in the Global South to gather evidence and provide independent review of results.

This Strategy lays out a vision for implementing AmplifyChange as a newly registered not-for-profit organisation. We will continue to place grantees at the centre of our work, and are confident that with our support their dedication and focus will deliver transformational impact.
FULL ATTAINMENT OF SRHR FOR ALL, INCLUDING WOMEN AND GIRLS, YOUTH, VULNERABLE AND MARGINALISED GROUPS

VISION

IMPACT
- Eliminate all forms of gender-based violence
- Access to safe and legal abortion and post-abortion care for all
- Eliminate stigma and discrimination on grounds of gender or sexual orientation
- Access to comprehensive sexuality education and information as well as SRHR services for young people
- Access to SRHR services that are rights-based, culturally appropriate and gender-sensitive

OUTCOMES
- STRONGER, MORE INCLUSIVE MOVEMENTS FOR SRHR
  - Increase individual awareness of SRHR as human rights
  - Access to SRHR resources, information and services
  - Transform social norms
  - Changes in, and implementation of, policies and laws

DELIVERY STREAMS
- Grants for civil society
- Organisational strengthening
- Knowledge for advocacy

GRANT TYPES
- OPPORTUNITY
- STRENGTHENING
- NETWORK
- PARTNERSHIP

Eliminate all forms of gender-based violence
Access to safe and legal abortion and post-abortion care for all
Eliminate stigma and discrimination on grounds of gender or sexual orientation
Access to comprehensive sexuality education and information as well as SRHR services for young people
Access to SRHR services that are rights-based, culturally appropriate and gender-sensitive