



# **WOMEN DELIVER**

## Annual Report 2021



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Before joining Women Deliver as President and CEO in April 2022, I thought a lot about why I wanted to join the organization, and why now. My decision came down to several fundamental convictions that have guided my life and career. Like you, I'm driven by the

unwavering belief that guaranteeing the health and rights of all girls and women, including access to the full suite of sexual and reproductive health information and services, is the cornerstone of a just, equitable, and gender-equal future.

Over the past two years, progress on gender equality has stalled. From the COVID-19 pandemic to a dramatic increase in climate disasters, a global food crisis, and a swell of emboldened anti-rights movements pushing back harder than ever on girls' and women's rights and freedoms, the need for collective action has never been more urgent. Coming together to collectively demand sexual and reproductive health and rights (SRHR) for all people, everywhere, is the most powerful tool we have to push back against the pushback.

Success in advancing SRHR for girls and women everywhere, without exception, rests on championing youth advocacy and convening likeminded organizations so that they can connect, strategize, and elevate their advocacy. Justice for girls and women, whether close to home or far away, depends on our ability to collectively address the problematic legacy of racism and colonialism that underpins our sector. This is the only way forward.

In 2021, Women Deliver reached further toward becoming what an international NGO of the 21st century should be. Progress wasn't always linear—it never is—with emotional challenges for staff and partners that extended far beyond the walls of a 9-5 workday. Rethinking even the most fundamental aspects of our work, has been, and

continues to be, hard for each of us as individuals, for our organization, for our sector, and for the girls and women around the world who can't afford to wait another day for real change to happen.

The Women Deliver of today is different from the Women Deliver of the past, and even that of 2021. Our actions are led by and representative of feminist movements in low- and middle-income countries (LMICs), and people with marginalized and vulnerable identities, including the very girls and women who have been pushed to the margins of society because of who they are or where they live. Their expertise and lived experiences are vital to our collective struggle: a gender-equal world.

We are in the process of redesigning our business model to make hiring staff from around the world, and particularly from LMICs, the norm. Working with people who have the knowledge and expertise, critical perspectives and curiosity, hope and ambition that Women Deliver needs to truly live and breathe what equitable progress on gender equality looks like, what justice looks like—including in terms of who should be driving this ambitious agenda for change—is our top priority.

I have been incredibly impressed by the hard work that has been put in by the people who make up Women Deliver—our staff, our Board, and most importantly, the young people and women's rights organizations who partner with us. Thank you for standing by our side. We are humbled to do this work alongside you. With your support, we will lay the groundwork for the Women Deliver we want and need to be: an organization in which feminists around the world play a leading role, driven by a belief that hope is real and change is possible.

**Dr. Maliha Khan**  
President and CEO, Women Deliver





Elizabeth Williams, Women Deliver Young Leader and national coordinator for the African Youth and Adolescent Network on Population and Development, speaking on a panel at the International Conference on Family Planning.



# Laying the Groundwork for Change

In 2021, we took a hard look at our [2021-2025 Strategic Framework](#), intended to guide our work over the next five years. We made significant changes to become an organization in which feminists around the world see themselves and believe in our collective ability to drive progress. We reflected on what being anti-racist, anti-colonialist, and grounded in intersectional feminist principles means in practice. **We rethought our leadership.** Today, our [Board of Directors](#) includes grassroots feminist advocates and young leaders with the diverse experiences needed to help carve a path for Women Deliver that centers the perspectives and views of those who are closest to and living the challenges that girls and women face.



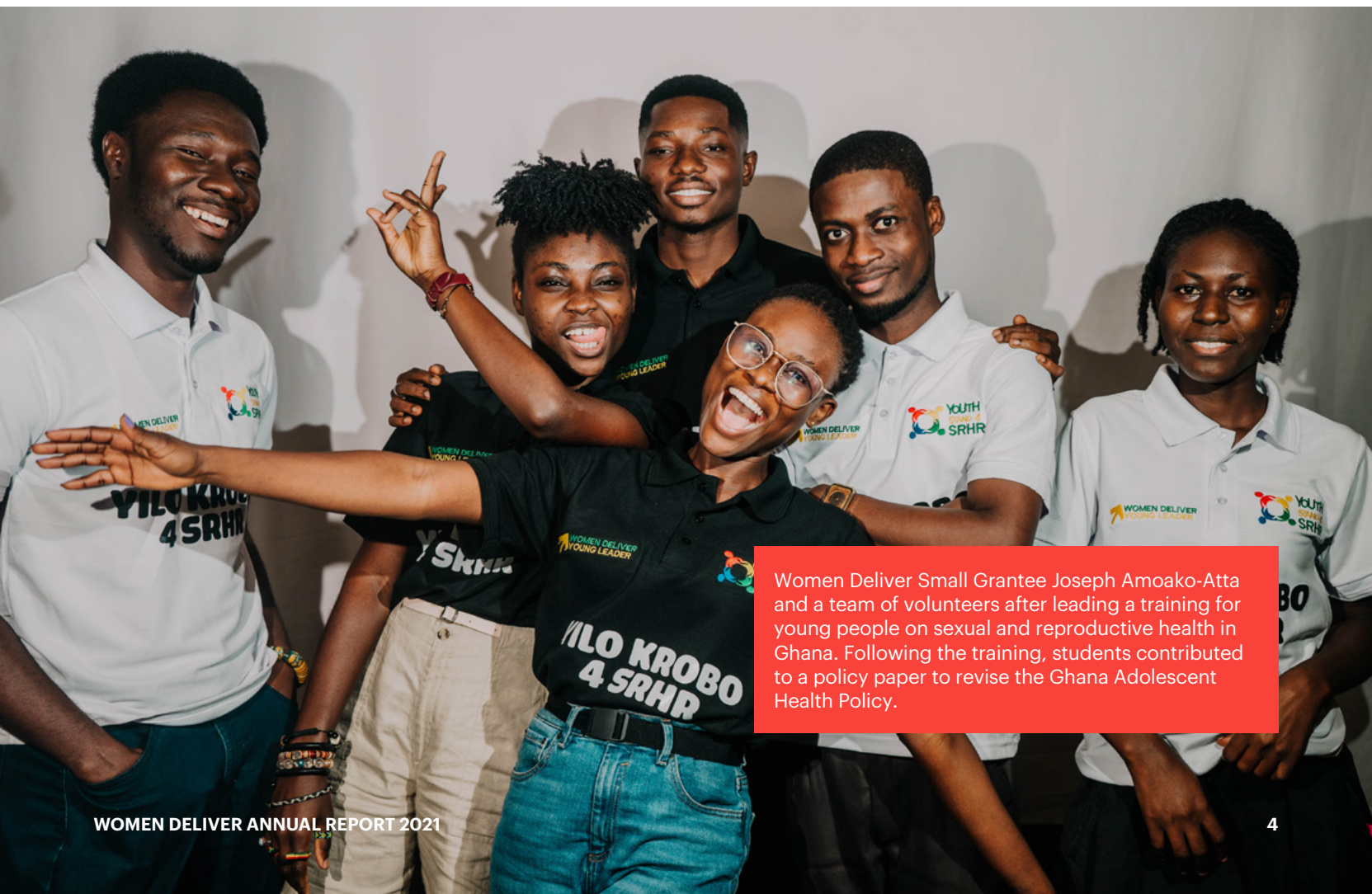
**From left to right, top to bottom:** Dr. Phumzile Mlambo-Ngcuka, former Under-Secretary General and Executive Director of UN Women, Women Deliver Board Chair; Tulika Srivastava, Executive Director of Women's Fund Asia, Women Deliver Vice Board Chair; Norhan Bader, Planning, Monitoring, Evaluation, and Learning (PMEL) Specialist at Love Matters Arabic and Women Deliver Young Leader Alumni, Women Deliver Board Member; Carmen Barroso, Former Co-chair of the Independent Accountability Panel of the UN Secretary General, and former CEO of IPPF/WHR and of Global Doctors for Choice, Women Deliver Board Member; Georgiana Epure, President of the Association for Liberty and Gender Equality in Romania and Women Deliver Young Leader Alumni, Women Deliver Board Member; and Sivananthi Thanenthiran, Executive Director of the Asian-Pacific Resource & Research Centre for Women (ARROW), Women Deliver Board Member.





# Introduction

Social change work is hard. It's complex and ever-evolving. Still, there are common threads that underpin lasting progress. **At Women Deliver, we focus on creating space for collective action through coalitions, championing and supporting youth advocacy across all aspects of our programming, and convening partners to connect, strategize, and advocate to advance gender equality and sexual and reproductive health and rights (SRHR).**



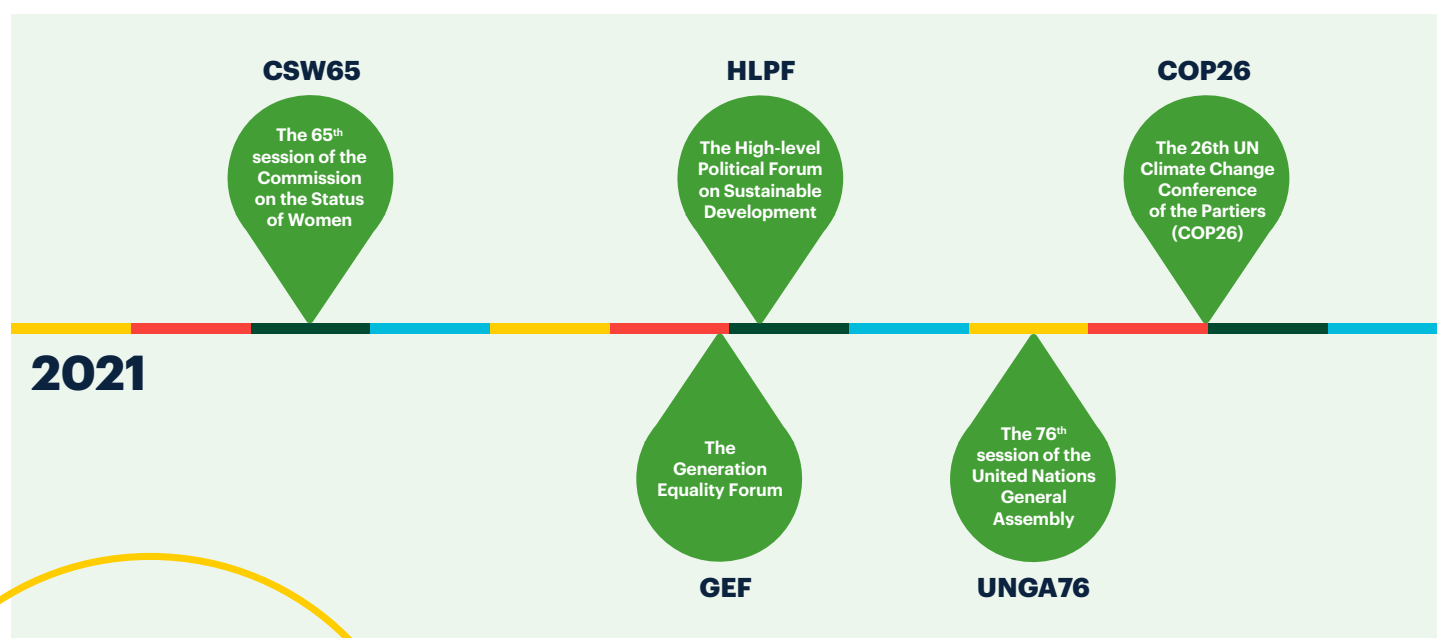
Women Deliver Small Grantee Joseph Amoako-Atta and a team of volunteers after leading a training for young people on sexual and reproductive health in Ghana. Following the training, students contributed to a policy paper to revise the Ghana Adolescent Health Policy.



## Strategic Highlights

# CREATING SPACE FOR COLLECTIVE ACTION THROUGH COALITIONS

Coalitions are one the most impactful ways of bringing advocates together to rally around global moments for change, align efforts, avoid duplication, connect existing solutions, build consensus, and ultimately, advocate more effectively for gender-transformative change. In 2021, we focused on driving collective action in coalition with feminist organizations around the world around key moments for change, including:



Moving the needle on gender equality requires robust connections and ongoing collaboration at every level. In close partnership with women's rights organizations, including feminists and feminist movements in low- and middle-income countries (LMICs), in 2021, Women Deliver formed and supported coalitions around the world to set new agendas, co-create solutions, and hold leaders accountable to commitments to advance gender equality across three core issue areas: health and SRHR, climate action, and economic justice and rights. Together, we've worked with partners, across sectors, issues, generations, and geographies to carry out effective, holistic joint advocacy and shift power between advocates, activists, and decision-makers.





Members of the SRHR and Climate Justice Coalition at the 27th UN Climate Change Conference of the Parties (COP27).



## Spotlight on the SRHR and Climate Justice Coalition

The [SRHR and Climate Justice \(SRHR & CJ\) Coalition](#), which Women Deliver co-founded in 2021 with [Ipas](#) and the [Women's Environment and Development Organization](#) (WEDO), brings together diverse partners and strives to mobilize their collective strengths to advance SRHR and gender equality from a climate justice approach. The coalition is made up of more than 65 organizations from around the world and led by women, youth, girls, the LGBTQIA+ community, and Indigenous people from LMICs, particularly those most affected by climate change and without reliable access to high-quality sexual and reproductive health (SRH) services. Throughout 2021, the SRHR & CJ Coalition came together during key global moments for change, including:

**CSW65:** In collaboration with the Women's Rights Caucus, the U.S. Delegation, and the SRHR & CJ Coalition, Women Deliver made recommendations

to advance gender equality and SRHR which were reflected in the Commission's [Agreed Conclusions](#).

**G7 Summit:** With partners, Women Deliver advocated for the safeguarding of SRHR and demanded a focus on the links between SRHR and climate change, presenting a set of asks to the German Federal Health Minister that are reflected in the final [G7 Communiqué](#).

**COP26:** In partnership with the SRHR & CJ Coalition, Women Deliver called on decision-makers to integrate SRHR into climate adaptation and resilience strategies and programs, and co-created an [issue brief](#) outlining five critical actions that country delegates should take to demonstrate their commitment to SRHR. The issue brief builds on key takeaways from a novel [evidence review](#) looking at the links between gender equality, SRHR, and climate change that Women Deliver published earlier in the year.



“

*Nepal's prevailing national health policy and five-year plan are dedicated to achieving SRHR and universal health coverage. This progress is the result of strong civil society and community voices.*

- Dr. Guna Nidhi Sharma,  
Senior Health Administrator  
and Policy and Planning  
Section Chief, Ministry of  
Health and Population,  
Government of Nepal

## In 2021, Women Deliver:

- Co-founded the **Alliance for Gender Equality and UHC**, made up of 160 organizations from 65 countries. During UNGA76, the Alliance co-convened an **event** that featured presentations by grassroots advocates in Nepal and Kenya, including a representative from the Government of Nepal who presented a case study on the role of civil society in advancing SRHR in UHC.
- Joined the **Gender Equal Health and Care Workforce Initiative (GEHCWI)** and the **Global Alliance for Care** to help reduce gender inequity in the health and care workforce and address the disproportionate burden of unpaid care work on girls and women worldwide.
- Worked closely with youth-led coalitions as a founding board member of the **Adolescent Girls Investment Plan (AGIP)**—a global, intergenerational coalition that works with adolescent girls to ensure that their health and rights are prioritized. During GEF, AGIP brought together girl and girl-focused organizations from around the world to drive collective action on gender equality, including by supporting girls and youth in **calling** for the inclusion of adolescent girls' leadership in all GEF processes, accountability mechanisms, and **Action Coalitions**.



Women Deliver Small Grantee Lilian Sospeter with a group of parents and young people who participated in a session she led which provided information on youth-friendly sexual and reproductive health and rights in Temeke district, Tanzania.



## Strategic Highlights

# CHAMPIONING YOUTH ADVOCATES

How we partner with youth began evolving in 2020. We listened closely to Women Deliver Young Leaders and Alumni to address their needs and concerns. Today, our work is grounded in the deep recognition that advocacy and collective action must center adolescent girls and youth, especially those with marginalized identities, as designers, experts, and leaders, alongside traditional decision-makers and powerholders, in all gender equality advocacy spaces.

**In 2021, we provided honorariums and supported Young Leaders with personalized mentorship and coaching ahead of speaking opportunities as part of Women Deliver's Speakers Bureau.**

## Evaluating the Women Deliver Small Grants Program

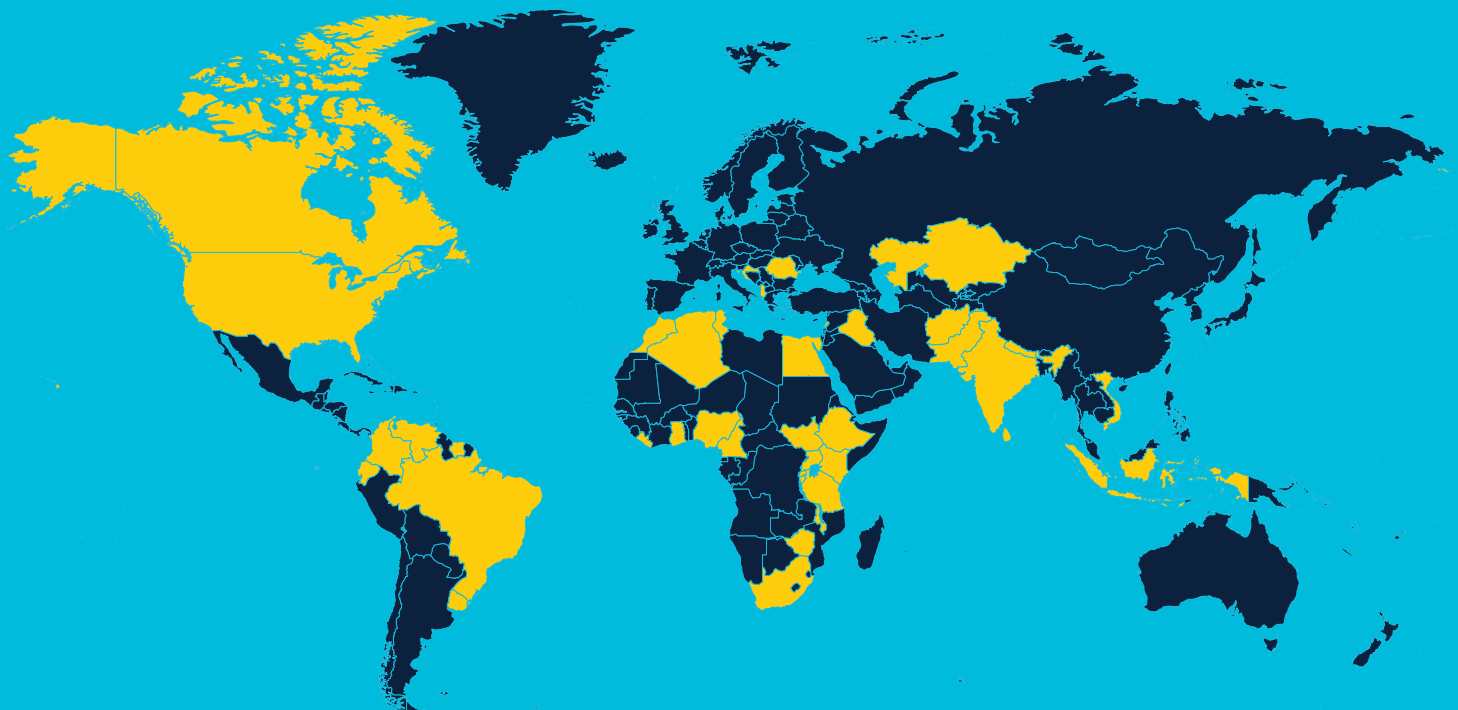
In 2021, we evaluated our [Small Grants Program](#), which supports Women Deliver Young Leaders working on gender equality advocacy projects with grants for a six or 12-month period worth between 5,500 to 15,500 USD. The evaluation found that context-specific mentorship is critical to ensuring that Young Leaders feel supported along their grant implementation journey. As we continue to award small grants, we will provide tailored support that matches the context, capacity, and professional and personal reality of each individual Small Grantee.

*I am connected with other Young Leaders in my region. We have a WhatsApp group just with Young Leaders and we share what we are doing in our projects as advocates. The Young Leaders are very helpful. We talk to each other.*

- Women Deliver Young Leader, Nepal, working to end child, early and forced marriage

Women Deliver Small Grantee Puja Yadav leading a focus group session with marginalized Chepong women in rural Nepal in order to understand and elevate their lived experiences with local government officials.





**Since 2014, Women Deliver has provided**

**213** Small Grants worth more than **US \$ 1 million** that have positively affected the lives of over **six million people** in **40** countries

## In 2021, Women Deliver supported

- 21 Small Grantees, who successfully reached 17,500 people with their advocacy activities
- 96 Young Leaders during speaking engagements

**Small Grants projects address a range of issues, including:**

- > Gender-based violence and harmful practices
- > Access to contraception
- > Menstrual health
- > LGBTQIA+ rights
- > Comprehensive sexuality education
- > Maternal and neonatal health

**In 2021, we also created a Young Leaders Program Alumni Committee.** The 14-member Committee, made up of alumni from 13 countries, both leads and provides critical insights on key Young Leaders Program initiatives, as well as guidance to ensure the Young Leaders Program effectively meets the needs of Young Leaders on the ground. Committee members receive honorariums for their time and expertise. With the guidance of the Alumni Committee, we are working to provide bespoke support to Young Leaders. For example, in 2021, members of the Alumni Committee co-authored a new online training module on digital rights as part of Women Deliver's [Digital University](#). Their unique perspectives on the topic created a rich course with examples and applications of digital rights relevant across a wide range of geographies and issue areas.





# SUSTAINABLE DEVELOPMENT GOALS

## 17 GOALS TO TRANSFORM OUR WORLD



Members of Deliver for Good Kenya's SDGs KENYA FORUM during a training on gender-related policy influencing and policymaking processes at national and county levels.



## Strategic Highlights

# CONVENING TO DRIVE LASTING CHANGE

In 2021, we discussed how those of us with power and resources need to do more to lessen the risks experienced by advocates working on the frontlines of SRHR and gender equality issues. Women Deliver has amplified the impact of convenings by connecting under-represented groups to platforms where they can advocate directly with policy and decision-makers. These efforts deepened Women Deliver's engagement in alliances, networks, and advisory groups, especially with the [WD2023 Advisory Group](#) and [Deliver for Good Campaign](#) partners in Kenya and Senegal.



## Spotlight on the Deliver for Good Campaign

Throughout 2021, the [Deliver for Good \(DfG\) Campaign](#), driven by country coalitions in Kenya and Senegal, strengthened connections between country-level action, regional influencing, and global mobilization to advance gender equality across the [Sustainable Development Goals](#) (SDGs).

### In Kenya, coalition members:

**Brought together 130 advocates, including 32 young people**, in a meeting with the National Kenya Bureau to advocate for strengthened policies to recognize, measure, and resource unpaid care work.

**Convened a roundtable meeting with 20 policymakers and community members** in Migori County to implement a monitoring and evaluation framework for the 2018-2022 Migori County SRHR Multisectoral Action Plan.

### In Senegal, coalition members:

**Joined the Pan African Climate Justice Alliance (PACJA)** and began leading the Alliance's work on access to resources, with a focus on the role of women in renewable energy, particularly related to climate.



Members of Deliver for Good Senegal during an exchange and sharing workshop with parliamentarians elected to Senegal's National Assembly.



# **WOMEN DELIVER 2023 CONFERENCE**

## A CONFERENCE DESIGNED BY (AND FOR) EVERYONE

WD2023 will be a unique moment not only to share knowledge and experience, but also to reframe who leads. The Conference will create space for collective dialogue on the gender equality priorities that matter most within specific countries and regions around the world, and will set new agendas to drive change at every level, particularly at the grassroots.

From the outset of planning WD2023, we committed to making the Conference the most inclusive, diverse, and accessible we've held to date. To this end, we've done things drastically differently from day one.

- › One-third of the WD2023 Advisory Group was selected via an open application process.
- › The WD2023 Advisory Group is made up of over 30 organizations, 60% of which are based in LMICs.

- › In 2021, the WD2023 Advisory Group came together for a series of design sprints to collectively co-create the vision, goals, and objectives of WD2023.

Beyond the Conference's vision, theme, objectives, and Global Dialogue, the WD2023 Advisory Group is also playing a leading role in shaping the Conference's:

- › Virtual platform and program
- › Concurrent program
- › Plenary program
- › Regional partner convenings, led by five Regional Convening Partners representing Latin America and the Caribbean, the Middle East and North Africa, Southern Africa, Asia, and the Pacific region

### REGIONAL CONVENING PARTNERS



**In co-creating space to come together in person and online to center the leadership of grassroots advocates, connect advocates with decision-makers, and share key advocacy strategies, WD2023 promises to set a new, more accessible, and more inclusive agenda with the power to drive momentum on gender equality where it's needed most.**



# A Look at Tomorrow

The Women Deliver of tomorrow is one in which feminists and feminist movements from around the world, and people with marginalized and vulnerable identities, see themselves and play a leading role in demanding the full suite of SRHR for all girls and women, everywhere.

Moving forward, we will continue to create space for collective action through coalitions, ensure that young people, and particularly adolescent girls, are in the driver's seat of our advocacy, and serve as a convener that brings partners together to challenge and change the norms, laws, and policies that perpetuate injustice. And we will continue to build the evidence base, in partnership with organizations from around the world, to present those in power with the data and evidence they need to make gender equality the priority.

While we made significant progress in 2021 toward reframing who leads, both within our organization and across our programming, more needs to be done. Crucially, our business model no longer aligns with our aspirations. To live and breathe what an NGO of the 21st century should look like and how it should operate, we're working to decentralize our operations, including by hiring staff from around the world, and particularly from LMICs.

Thank you for joining us on this journey. Thank you for joining us in changing what we cannot accept. Your belief in and support for Women Deliver is what makes pushing back against the anti-rights movements that threaten us all, and particularly girls and women, possible.



Women Deliver Young Leaders and staff at the WD2023 Open House Reception on the sidelines of the 77th session of the United Nations General Assembly in New York.

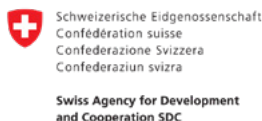


# Thank You to Our Donors and Supporters

This year, Women Deliver continued to rebuild a base of multiyear funding from a diversified base of donors that includes governments and foundations, as well as private sector partners. Throughout 2021, Women Deliver's donors and supporters powered policy advocacy and youth programming toward advancing the health and rights of all girls and women.

## 2021 FUNDERS INCLUDED:

### GOVERNMENT



### FOUNDATIONS

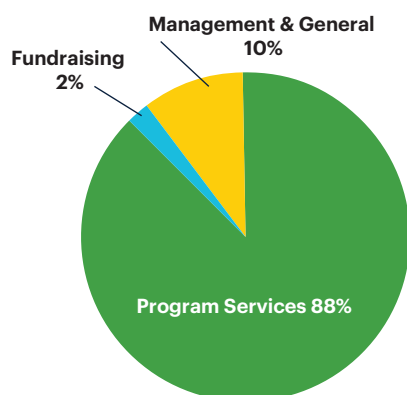


### PRIVATE SECTOR

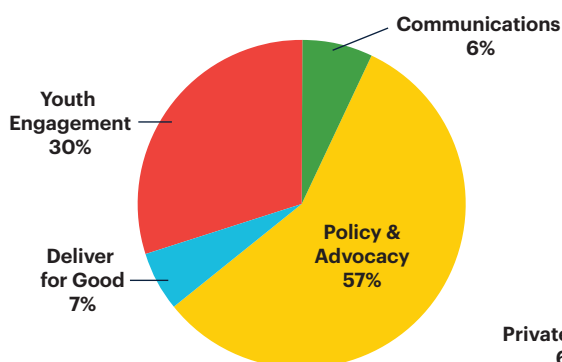




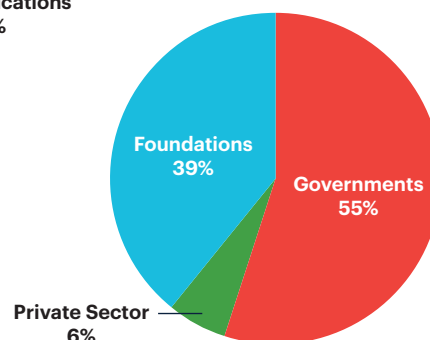
# 2021 Financials



**EXPENSES BY CATEGORY**



**EXPENSES BY PROGRAM AREA**



**REVENUE BY FUNDING SOURCE**

## Board of Directors

**Norhan Bader**  
Board Member

**Carmen Barroso**  
Board Member

**Helen Clark**  
Board Member

**Wallace D'Souza**  
Treasurer

**Georgiana Epure**  
Board Member

**Dr. Phumzile Mlambo-Ngcuka**  
Board Chair

**Jotham Musinguzi**  
Secretary

**Kathleen Sherwin**  
Board Member

**Tulika Srivastava**  
Chair

**Sivananthi Thanenthiran**  
Board Member

**Dakshitha Wikremarathne**  
Board Member

## Acknowledgement

Women Deliver thanks its sponsors and funding partners for their kind and generous contributions to drive change and accelerate progress on gender equality and the health and rights of girls and women around the world. Their support to Women Deliver is gratefully acknowledged.



**ON THE COVER:**

A dancer performing with a youth dance troupe during the launch of the Deliver for Good Senegal Campaign in Dakar.

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