



Programme Document

The Fund for Gender Equality A Multi-Donor Initiative to Accelerate Progress for the Economic and Political Empowerment of Women

I. Executive Summary

The Fund for Gender Equality is a multi-donor initiative dedicated to the advancement of high-impact gender equality programmes that focus on women's economic and political empowerment at local and national levels. Launched with an initial contribution of US\$65 million (EUR 50 million) from the Government of Spain, the Fund will support governmental, non-governmental organizations and/or partnerships between them in developing countries.

In line with the Monterrey Consensus (2002), the Paris Declaration on Aid Effectiveness (2005), and the Accra Agenda for Action (September 2008) and following the Development Assistance Committee Guiding Principles for Aid Effectiveness, Gender Equality and Women's Empowerment (December 2008), the Fund is designed to maximize national ownership, harmonization and alignment by supporting nationally-owned and holistic strategies to advance commitments to the Millennium Development Goals (MDGs), the Beijing Platform for Action, the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and other global and regional agreements.

The Fund is unique in its focus on sustainable strengthening of organizations that promote women's human rights at the country level – including national machineries for women, women's parliamentary caucuses, and women's NGOs and networks – to build their capacity to drive and monitor the agenda for advancing gender equality and women's empowerment in line with National Development Strategies (NDSs). It provides a mechanism for stimulating greater collaborative investment in gender equality at the country and local levels, and offers an opportunity for UNIFEM to test out modalities for fast-tracking implementation. It prioritizes support for women's economic and political empowerment and the link between these two areas, which are often under-funded worldwide.

The Secretariat for the Fund will be the United Nations Development Fund for Women (UNIFEM). A Steering Committee composed of representatives of donor, government, NGO, private sector and multilateral agencies will advise on the overall design and policies of the Fund. A Technical Committee composed of regional experts in women's economic and political empowerment will review proposals and make recommendations for funding. The Fund's principles and practices will be developed based on lessons learned by other thematic funds of this type, including (but not limited to) the World Bank Fast Track Initiative on Education for All; the Global Fund on HIV/AIDS, Tuberculosis and Malaria; the Spanish MDG Achievement Fund; the Dutch MDG3 Fund; the UN Democracy Fund; and the UN Trust Fund to End Violence against Women.

II. Introduction

Achieving gender equality and women's empowerment is a globally-agreed goal that is enshrined in international and regional agreements and conventions – from the Beijing Declaration and Platform for

Action (PFA) to the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) to UN Security Council resolutions 1325 and 1820 – with a growing range of internationally-agreed targets and indicators to frame related efforts at the national level. The Millennium Declaration and its development goals (MDG1 and 3) encapsulate key priorities for poverty reduction and achieving gender equality, while the Beijing PFA, CEDAW, SCR1325 and many regional agreements offer more comprehensive and complementary agendas, including articulation of the link between poverty reduction and women's empowerment. These have been translated into national plans, policies and strategies for gender equality and women's empowerment in more than 120 countries.

III. Rationale

Significant advances have been made in securing national, regional and international commitments and corresponding strategies, plans, policies, and laws to foster greater gender equality and women's empowerment. However, progress in implementing these commitments and ensuring resources to implement them is uneven. The Fund for Gender Equality aims to assist partners to convert these commitments and plans into concrete action at the country level with a focus on women's economic and political empowerment.

UNIFEM's *Progress of the World's Women 2008/09* and many other assessments of progress on the MDGs and gender equality have highlighted key gender dimensions of women's economic and political empowerment that are lagging behind in almost every key indicator. Worldwide, 60 percent of unpaid family workers are women (UNIFEM, p. 13) and eight out of ten women workers in Africa and Asia are in situations of vulnerable employment (UNIFEM, p. 54). This situation has been exacerbated by the current economic and financial crises that – combined with the food and climate change crises – are putting significantly greater strain on poor communities, with gender-specific consequences. The MDG indicator on the proportion of women in national legislatures has stimulated interest in enhancing women's political participation. Yet, as of 2009, only 24 countries have achieved or surpassed 30 percent representation of women in single/lower houses of parliament, and the global average has only advanced from 11.3 percent in 1995 to 18.3 percent by end of 2008 (*Women in Parliament in 2008*, Inter-Parliamentary Union, p. 1).

In a number of East and Southeast Asian countries that rely heavily on women migrant workers the forecasted economic contraction is as much as 8 percent in Singapore, 6 percent in Hong Kong and Japan, 5 percent in Thailand and 3 percent in Malaysia. This situation will impact in particular women working in the electronics assembly, food processing and domestic work sectors. Furthermore, in countries like Haiti, Honduras, Jamaica, El Salvador, Nicaragua, and Guatemala, where remittances represent between 15% - 40% of the GDP, a decline in these money transfers due to the economic crisis, will also impact household incomes where family members are looking for a job or where alternative income generation will be more difficult, in particular for female-headed households. The Fund for Gender Equality will support strategic programmes that address the negative impacts on women resulting from the economic and financial crises by fast-tracking implementation of policies and laws that lead to women's economic and political empowerment at national levels.

Evidence that countries' inadequate investment in gender equality and women's empowerment adversely affects their political and economic development is growing. There is a corresponding concern that – while the Paris Declaration and aid effectiveness agenda have potential to bring donor and partner countries together in support of gender equality – the focus on mechanisms such as General Budget Support and Sector programmes could further weaken financial and technical assistance to gender equality unless measures are put into place to strengthen the capacity of gender equality advocates to participate fully in these processes.

In order to address these concerns, the Fund for Gender Equality aims to:

- increase the financial and technical resources available at the country level for implementation of locally- and nationally-owned priorities and plans to advance women's economic and political empowerment;
- promote harmonization and alignment of efforts among and between national partners and donors to increase the potential for national ownership to strengthen women's empowerment and gender equality institutions and networks as drivers of action and accountability

IV. Justification

The uneven performance of countries and organizations on key indicators related to advancing gender equality and women's empowerment – and a corresponding realization that inadequate investment in gender equality was slowing down progress – has led to the launch of a variety of important initiatives in the past 3 years to provide targeted grant making to women's empowerment and rights initiatives in the developing world. The MDG Spanish Achievement Fund launched with the coordination of UNDP, the Dutch MDG3 Fund, and new funds being made available by emerging private foundations such as Novo and Oak Foundations offer the promise of more robust financing for commitments to gender equality.

The Fund for Gender Equality is being launched based on consultation to enhance and complement these efforts and to meet a growing demand by organizations now ready to assume a role as drivers of gender equality but lacking the necessary resources. While the gender equality window of the MDG Spanish Achievement Fund offers needed resources to enhance UN coordination in support of gender equality and the Dutch MDG3 Fund focuses its resources on non-governmental women's organizations and networks at the global, regional and national level, the Fund for Gender Equality is designed to support the drivers of gender equality – national mechanisms for women, women's NGOs and community-based organizations, women's academic and advocacy groups – to strengthen their capacity to shape and influence national, regional and global development policy-making to generate benefits for the most excluded women.

The design and implementation of the Fund also benefits from in-depth consultations with other parallel funds (such as the Global Fund on HIV/AIDS, Tuberculosis and Malaria; the World Bank's Education for All Fast Track Initiative; the UN Democracy Fund; and the UN Peace-Building) and builds on the knowledge and networks that UNIFEM has developed over 32 years as the UN Fund for Women, on its experience in managing the UN Trust Fund to Eliminate Violence against Women on behalf of the UN system, and on its multiple fund-raising efforts from donor countries, non-donor countries and private sector partnerships. The Fund for Gender Equality is aligned with UNIFEM's Strategic Plan 2008 – 2011, approved by the UNDP/UNFPA Executive Board in September 2007, through its focus on implementation of agreed upon commitments to gender equality and women's rights. It will build on the lessons learned from UNIFEM's management of the Trust Fund, particularly in relation to the need to provide on-demand technical expertise to grantees, design state-of-the-art knowledge management and evaluation procedures and practices, and to ensure that grantees' efforts are recognized and supported by the UN system at the country level.

V. Results

The Fund for Gender Equality will contribute to the goal of “increased implementation of commitments to gender equality and women's empowerment.” The Fund is designed taking into account the Paris Declaration on Aid Effectiveness— based on the principles of national ownership, alignment, harmonization, managing for results and mutual accountability—, the Accra Agenda for Action, the Development Assistance Committee Guiding Principles for Aid Effectiveness, Gender Equality and Women's Empowerment, as well as the process of UN reform.

As a Fund established to advance national level implementation of international agreements to achieve the MDGs taking into account the above mentioned principles, the focus areas will build on already-agreed-upon priorities, as decided at the UN Commission on the Status of Women, the Millennium Project Task Force 3, and many relevant regional and national consultative processes.

The Fund's two key areas of focus will be women's political empowerment and women's economic empowerment. Advancing women's human rights and their political and economic empowerment are keys to poverty reduction. The Fund for Gender Equality defines these two areas as follows:

1. **Women's political empowerment** enhances women's participation and increases women's voices, leadership and influence over decision-making in all spheres of life. It advances women's civil and political rights, which create a fair distribution of power and translate gender equality policies into concrete systems for implementation. It also promotes gender equality in transforming institutions and ensuring access to justice.

Key results in this area could include, but are not limited to:

- **Enhancing women's access to and participation in decision-making:** Increased women's share of seats and leadership in national parliaments, local bodies, political parties, government, private sector, and community; increased percentage of women – particularly women from excluded racial and ethnic groups – in decision-making; reduced impediments to women's ability to run for and retain their political positions (including increased financing, security/safety and tenure in politics and access to media); etc.
- **Strengthening women's influence in decision-making:** Increased effectiveness of parliamentary caucuses that promote women's empowerment and gender equality; increased capacity of political leaders in gender-responsive budgeting and public policy formulation; enhanced gender dimensions of e-governance and other right-to-information initiatives; strengthened ability of women's networks and movements to promote and increase accountability for implementing gender equality commitments; improved ability of women's associations as well as national women's machineries to work with and track progress of political decision-makers in implementing gender equality commitments; women leaders of other social movements already in positions of power are sensitized in gender equality and justice; etc.
- **Transforming institutions and ensuring gender justice:** Expanded and improved legal services for women including legal literacy for men and women as well as public interest litigation to address gender-based injustices; enhanced capacity of judicial and law enforcement personnel to implement gender equality laws and directives (including CEDAW); sustainable partnerships with customary and formal justice systems to enhance their alignment with women's rights and international human rights standards; judicial reform in line with constitutional and legal guarantees of women's rights is achieved; etc.

2. **Women's economic empowerment** strengthens women's voices, leadership and influence over economic policies and programmes to ensure the promotion and protection of equal opportunities and rights in both the public and private spheres. It enhances women's abilities to articulate their priorities, organize, and generate collective action to improve their livelihood options and supports asset-based community development to reduce the gender-differentiated impact of poverty. It ensures gender justice, from recognition of the value of unpaid care work to social protections for women, including those related to the current economic and financial crises and their linkages to climate change and food insecurity. Key results in this area could include but are not limited to:

- **Enhancing women's access to economic resources and opportunities:** National or local plans and policies that take into account the voices and situation of the most marginalized women (e.g., rural women, migrant women, women-headed households, indigenous women and women from

other racial and ethnic groups, domestic workers, informal sector workers, and women affected by and living with HIV/Aids, among others) are implemented; livelihood options are increased and made more secure for women in the formal and informal economy (including a focus on women entrepreneurs, their lack of access to financial services and other impediments to joining the formal economy); enterprise development for women (including access to skills, business and management training, productive technologies, and sustainable agriculture) is improved; etc.

- **Strengthening women's influence on economic policy-making and decision-making:** Women's leadership in community economic development is enhanced (including in farmers' organizations, in councils and bodies that determine local economic development and decentralization policies, and in bodies that determine environmental and food security policies); temporary special measures or accreditation programmes that increase the influence of women in executive positions in the private sector are instituted; capacity is built to adopt and implement public administration and fiscal policies that build on gender-responsive budget analyses of allocations, expenditures and revenues; women's economic priorities and interests are incorporated in regional trade agreements; etc.
- **Transforming institutions and ensuring gender justice and social protection for women in the economic sphere:** Women's land, property and inheritance rights are guaranteed and implemented; specific social protection guarantees for women and girls in the informal sector are agreed and implemented; gaps are closed in earning and occupational segregation in the formal sector; regional, national and local employment policies are aligned with international labour standards and agreements; social protection guarantees for women in economic stimulus packages are secured and applied; etc.

The Fund will have a select and strategic agenda for support in order to enhance its impact and ensure a strong results and learning orientation. Deepening the strategic focus for grant-making will be determined by a more rigorous review of existing national plans, policies and laws on gender equality, as well as multi-stakeholder and partner consultations, following the basic principle of national ownership.

VI. Partners

The Fund for Gender Equality marries the goals, targets and indicators of MDG1 and MDG3 and thus supports progress toward eradicating poverty, hunger and gender inequality. The key partners and actors in programmes to be supported by the Fund will be women – particularly the most excluded and disadvantaged women – in the communities and countries in which grants are made. Ultimately, the Fund will have a positive impact on the lives of both men and women by supporting concrete progress toward gender equality at national and local levels.

The Fund will contribute to sustainable changes/improvements in the roles, capacities and opportunities of the wide range of partner institutions with which it works. It will prioritize those that are mandated/expected to support progress toward gender equality and women's empowerment, including: a) gender equality advocates, in particular Ministries of Gender Equality/Women's Empowerment and women's NGOs and networks (national, regional and global levels) and community-based organizations by strengthening their efforts to influence, drive and monitor progress toward gender equality and women's empowerment; b) mainstream decision-makers, bodies and organizations – including key governmental ministries, human rights commissions, electoral commissions, local governments, etc. – that are key to delivering programmes and services to women and girls. Bilateral and multilateral organizations will be key partners and audiences for the findings from the Fund to improve their policies and procedures to enable more rapid progress toward achievement of the MDGs and other internationally-agreed development goals and to align with the Paris Declaration principles.

VII. Modalities and operational policies for the Fund

Based on consultations with and reviews of the experiences of other special-purpose funds and programmes related to speeding up progress on the MDGs and other women's empowerment commitments¹, the following modalities and operational policies will guide the Fund²:

Modalities:

The Fund will provide two types of support to efforts to speed up progress on gender equality and women's empowerment:

- *Fund for Meeting the Implementation Challenge (or Implementation Grants)*: For the first Call for Proposals (July 2009), grants in this category will range from US\$2 million to US\$5 million distributed over a period of two to four years. These grants will support programmes in countries with agreed upon national or local plans, policies or laws that advance gender equality and women's empowerment and that are ready for implementation. Grants could support a strategic aspect of agreed upon national plans or priorities for gender equality as well as their full integration into mainstream planning and development processes. Priority will be placed on supporting implementation of gender equality plans and policies that have been agreed through a consultative process, including by Presidential cabinets, parliaments and multi-stakeholder groups involving women's NGOs and other civil society organizations, as well as plans that have been incorporated in NDSs or sector programmes. These will include multi-sectoral gender equality plans, plans that have a sectoral focus (e.g., components of poverty reduction strategies that specifically focus on addressing the feminization of poverty, etc.), as well as plans developed to ensure follow up to the CEDAW concluding observations.

Both government and non-governmental organizations will be eligible for grants in this category, with a preference toward supporting partnerships between the two. Strengthening leadership capacity of institutional mechanisms for gender equality to be effective drivers of agreed plans will be a key focus. The fund will support implementation at both national and local levels, with strong linkages to support bottom-up multi-level development strategies. Grants will be provided directly to government and non-governmental organizations on a competitive basis and based on a technical assessment of the feasibility of achieving impact and results³. Operational policies will guide the way in which these funds are granted. The application process for Implementation Grant applicants will consist of two rounds. The first round involves submission of an Implementation Grants Concept Note. For round two, a selected number of applicants will be invited to develop full-fledged Programme Documents.

- *Gender Equality Catalytic Fund (or Catalytic Grants)*: Based on feedback from other funds of this type, a proportion of funds will be used to support those countries that lack implementable national and/or local plans, policies or mechanisms to drive the agenda for women's empowerment and gender equality to develop these. Catalytic Grants will range from **US\$100,000 to US\$500,000** distributed over a period of one to two years. These grants will support programmes, including the establishment of strategic coalitions or partnerships that would catalyze the development and endorsement of gender equality national or local plans, policies or laws. Catalytic Grant programmes could include taking steps to formulate and build consensus on a proposed gender equality law or plan, as well as collective efforts to ensure that mainstream policy and planning processes – from revision of electoral codes to strengthening the

¹ These include: The World Bank Education for All Fast Track Initiative; the MDG Achievement Fund; the Global Fund on HIV/AIDS, Tuberculosis and Malaria; the Dutch MDG3 Fund; the UN Democracy Fund; and the donor learning collaborative on economic empowerment of the Ms. Foundation for Women.

² See decisions of First Steering Committee Meeting (attached). Also a specific and more detailed set of Operational Guidelines will be finalized by November 2009 and annexed to this document.

³ The intention is to enable both governmental and non-governmental organizations to play key roles and be eligible for grantmaking. This may happen through joint proposals or two-track support.

gender equality dimensions of specific labour policies – advance gender equality. Once a plan, policy or law is developed and endorsed, successful institutions will be eligible to apply in the future for a larger grant for programme implementation. Decisions on Catalytic Grants will be made on the basis of Concept Notes submitted.

- For both grants, proposed programmes can encompass global, regional, national or local initiatives, but each must make the case that it contributes to the implementation of commitments of gender equality at national and local levels that will generate concrete and measurable results in the lives of women and girls during the programme period.
- It is anticipated that in the first round of grantmaking, US\$5 million will be disbursed in the Catalytic Grant category (by December 2009) and that US\$ 25 million will be disbursed in the Implementation Grant category (April 2009). A second Call for Proposals will be launched in July 2010 for disbursement of the remaining US\$20 million. This disbursement sequence has been suggested by Spain, the major donor of the Fund, given the current financial crisis.
- Assuming contributions to the Fund are adequate, calls for proposals would be issued and grants made bi-annually.
- To ensure accessibility and maximal participation to this Fund by non-English speaking applicant organizations, the Fund will invest in translation capacity in Arabic, English, French, Russian and Spanish languages. This process will entail careful consideration to cultural and gender specific issues related to language throughout the entire grantmaking process.
- Learning from other funds of this type, all efforts will be made to keep the application process straightforward and transparent and will take into account different levels of expertise available in distinct regions.
- The Fund will use web-based application forms and database translated in five languages to expand access to the application process and to enable UNIFEM to provide information on the selection process while also allowing applicants and grantees to regularly post information about the progress that they are making. It will also support grantees and a variety of other stakeholders to share information and experiences in an easily to digest format.

Operational policies

The Fund for Gender Equality will operate under the following policies and principles:

A) Transparency and an improved knowledge base:

Building and improving on existing practices of other thematic funds of this type, the Fund for Gender Equality will ensure transparency in decision-making by providing public access to relevant background documents (programme assessments, designs, evaluations, etc.) generated through its activities and by providing an assessment of each submission using online and web-based technology according to an objective process.

B) Alignment with the principles of the Paris Declaration, the Accra Agenda for Action, and the Development Assistance Committee Guiding Principles for Aid Effectiveness, Gender Equality and Women's Empowerment:

The Fund is a mechanism for positioning gender equality and women's empowerment as essential to the aid effectiveness agenda. It will ensure that national plans and policies for gender equality are part of the

nationally owned agenda. Activities supported by the Fund will align with and enhance efforts to move toward General Budget Support, sector programmes and other alignment and harmonization initiatives.

The Fund will bring donors and partners together at national level to reduce transaction costs for countries and increase such principles of the Paris Declaration as joint evaluation, joint assessment and monitoring missions, and other joint activities.

C) Eligibility

Governmental and non-governmental bodies with programmes in countries and/or territories in Africa, Asia and the Pacific, Arab States, Latin America and the Caribbean, Central and Eastern Europe and the Commonwealth of Independent States are eligible to apply for a grant from the Fund for Gender Equality. Each organization or agency is permitted to submit only one grant application per cycle.

The following **are** eligible to apply for funding from the Fund for Gender Equality:

- Governmental bodies: these include, but are not limited to: Ministries of Gender Equality, Finance, Labour and Justice; regional inter-governmental agencies*; human rights and electoral commissions; local governments; parliamentary caucuses that advance women's rights; and others. Government actors (including within partnerships) are required to provide proof of financial contributions** for the programme.
- Non-governmental bodies and civil society: these include, but are not limited to: women's NGOs and civil society networks; women's community-based organizations; women's research centres; workers' organizations; human rights organizations; and others*. Applicants must be legally registered in the country of implementation.

International organizations, regional organizations, and regional inter-governmental agencies **are eligible to apply, but they must make the case that their programme is aligned with national development priorities in specific countries.*

*** Required governmental contributions will be assessed relative to the governmental agency's total annual budget and will be considered a reflection of level of commitment to the programme's sustainability.*

- Partnerships:
 - Between governmental and non-governmental organizations
 - Among several or a consortium of non-governmental organizations including networks
 - Among several government entities.

If selected, funds can be disbursed to a maximum of two lead organizations of the proposed partnership, but the programme can have as many partners as needed. If the partnership only involves civil society and NGOs, at least one of the lead partners in the application must be legally registered in the country or countries participating in the programme.

- New initiatives and existing programmes that build upon efforts to develop or implement plans, policies or laws are both eligible for funding.

The following **are not** eligible to apply for funding from the Fund for Gender Equality:

- Multilateral organizations (UN organizations, international financial institutions, etc.)***
- Private sector entities***

- Individual public authorities or private citizens

****Multilateral and private sector entities however can be partners in the proposed programme at the request of lead organizations or agencies.*

Additionally, the Fund for Gender Equality will not consider programmes with an *exclusive* focus on ending violence against women (as these are supported by the UN Trust Fund to End Violence against Women, see: http://www.unifem.org/gender_issues/violence_against_women/trust_fund.php).

*D) The Fund for Gender Equality will **prioritize** the following:*

- Programmes that have a clear plan to implement a law, policy or strategy that has been agreed upon through a consultative process
- Programmes that integrate local or national gender equality priorities, including CEDAW, with National Development Strategies (NDSs)⁴, sector programmes, and/or MDG-based poverty reduction strategies, particularly for Implementation Grants
- Programmes built on strategic partnerships
- Programmes that delineate the changes that will result for specific groups of women and girls
Proposals should be specific with regard to:
 - Attention to particular groups, especially those who are most excluded (e.g., informal sector workers, migrant women workers, domestic workers, women affected and/or infected by HIV/AIDS, women from racial and ethnic groups, women heads of households, etc.)
 - Location (e.g., urban, rural, etc.)
 - Age (e.g., adolescent girls, older women, etc.)
- Innovative programmes that involve important constituencies for attaining women's rights, including men, young people and faith-based organizations
- Programmes with funds secured from other donor sources and/or with high levels of government contributions and commitment
- Programmes that advance the role of civil society in expanding political dialogue and/or develop a participatory and consultative process for civil society in the creation, implementation, and accountability mechanisms for policies that affect women and women's rights
- Sustainable plans/strategies that can be achieved in a reasonably short period of time
- Programmes in which both women's rights and mainstream actors are involved. For example, where national mechanisms for women or women's NGOs are taking the lead in an application, the extent to which the plan involves mainstream actors – ministries, parliamentarians, etc. – will be a key criterion for determining support. The reverse will also be true: where plans are submitted by a mainstream institution, the extent to which women's rights entities have a key role will be a criterion for determining support.

E) Role of UN Agencies

While UN Agencies are not eligible for funding⁵, they can –at the request of lead organizations applying for funding— be partners in the programme. In this regard, the role envisioned for UN Agencies is that of coordinating partners, advisors, potential technical assistance providers (especially once grants are made), and –if they are formal members of the technical committee— reviewers of grant proposals.

⁴ Estimates are that more than 100 countries now have some type of gender equality plan, policy or strategy. However, further work has to be undertaken to map how many have updated and relevant plans, as well as those that have been agreed to through a consultative process. This information will serve as base line data for the Fund. A senior consultant will be hired during the last quarter of 2009 to undertake this research.

⁵ One of the main priorities of the Fund is to build the capacity of national government and non-governmental organizations to implement their commitments to gender equality.

Learning from the experience of a number of existing funds, alignment of these initiatives with other country-level activities in economic and political empowerment should be coordinated, where possible, through the existing gender coordination mechanisms of the country. UNIFEM offices will be convening GTGs where relevant to inform them about the Call for Proposals, to discuss the Fund and strategize to encourage government and civil society partners to submit good proposals on agreed MDG3 priorities.

Specific modalities for United Nations Country Teams (UNCTs) involvement will be determined through consultation with them, with the UNDG, with the UNIFEM representative in the country/Region, and with national partners. We foresee that there will be two types of consultations with UNCTs: The first will aim at seeking their views on submitting organizations and programmatic focus. UNCTs will provide these views on a short list of proposals for consideration (once we have screened the proposals and have a small number of candidate proposals to choose from.) The second will be once the grants are made. UNIFEM will be contacting the RC about how the UNCT might become involved in the programme, either through provision of technical assistance or through linkages with other programmes that the UNCT is involved in, etc. Once grants are made, select UNIFEM offices and expert consultants (to match regional and thematic grants) will assist in deeper programme engagement in 2010 for Implementation Grant finalists that require technical assistance, particularly with regards to monitoring and evaluation. An administrative budget has been set aside for this service.

VIII. Governance and management structure

Coordination: UNIFEM, the UN women's fund, will be the Technical and Administrative Secretariat of the Fund on behalf of the UN system, the donor partners and the grantees of the Fund. UNIFEM brings to this initiative decades of experience in supporting women's machineries, non-governmental women's organizations, and national plans and policies for gender equality in more than 100 countries. As Secretariat, UNIFEM will be responsible for supporting the Steering Committee in determining the priorities and policies of the Fund. UNIFEM will staff the Secretariat to ensure that it is able to provide the services needed to make and monitor grants and technical support as needed.

UNIFEM's fifteen sub-regional offices (SROs) and its network of country programme offices will play a key role in outreach, assessment, and support to potential grantees, as well as in ensuring that UN Country Teams and other technical expertise available from the UN at country and regional level are mobilized in support of the Fund for Gender Equality's activities. UNIFEM technical experts in HQ and in the field will also be involved in providing expertise to the Fund. UNIFEM staff will: participate in and assist in identifying expertise for Technical Committees to assess submissions; play a key role in identifying and mobilizing expertise to assist successful applicants to develop full-fledged proposals; and will coordinate with UNCTs to ensure that technical support can be secured, that effective monitoring takes place, and that grantees' initiatives are linked to relevant gender equality initiatives being supported by the UNCT and individual UN organizations. As noted below, it is proposed that monitoring officers are placed in four UNIFEM sub-regional offices (with preference to those that are in UN regional hubs) to ensure that the Fund for Gender Equality benefits from UNIFEM's technical expertise and networks on the ground.

Based on the experience of various other competitive grant making funds, and bearing in mind their challenges in the initial stages to respond effectively and in a timely fashion to the overwhelming demand for funding, it is envisioned that staffing for the Secretariat will include:

- Fund Manager – L5
- Deputy Fund Manager – L4
- Programme and Reporting Specialist – L3
- Donor Relations Specialist – L3
- Finance Specialist – L3

- Communications Specialist – L3
- Administrative Associate – G6
- International Officers – L3 (to match the regions where grants are approved) located in UNIFEM SRO's (Africa, Asia-Pacific and Arab States, Latin America and the Caribbean and CEE/CIS)

The positions to be filled in 2009 and first quarter of 2010 would include Fund Manager, Deputy Fund Manager, Donor Relations Specialist, Program and Reporting Specialist, Finance Specialist, Communications Specialist, and Administrative Associate. International Officers are envisioned to join in 2010 once grant decisions have been made. Consultants will be brought in as needed until these positions are filled.

In addition to a Technical/Administrative Secretariat in UNIFEM in New York, there may be small technical secretariats in the UN regional hubs in Addis Ababa, Bangkok and Panama to work closely with regional mechanisms of multilateral, regional and bilateral organizations.

Steering Committee: A Steering Committee guides the work of the Secretariat, providing policy and programmatic guidance. The Steering Committee will include a rotating group of representatives from programme countries (government and non-governmental), donor countries, and multilateral organizations. UNIFEM and the Government of Spain will be permanent members of the Steering Committee and other UN organizations will be invited to participate based on their areas of expertise. A complete Terms of Reference is attached. The co-chairs of the Steering Committee are the Secretary of State for Cooperation of Spain and the UNIFEM Executive Director.

Technical Committee: Technical Committees will be comprised for each “Call for Proposals” and will include experts from the regions from which proposals are being submitted and on the thematic areas that the Fund prioritizes. Members will appraise proposals, programme and evaluation designs, and will recommend grants for funding. Where necessary, the Technical Committee will form temporary task teams to organize technical support in existing and emerging areas. The co-chairs of the Technical Committee are the UNIFEM Deputy Executive Director for Programme and other representatives from the Fund for Gender Equality.

IX. Knowledge management, monitoring and evaluation

The Knowledge Management (KM), monitoring and evaluation aspects of the Fund for Gender Equality are central to its operations. In launching this Fund, UNIFEM and the Government of Spain are testing a more focused and better resourced modality for catalyzing efforts to advance gender equality and ensure sustainability of efforts. Likewise, the lessons learned from the experience of grantees need to be made accessible to countries and development assistance organizations worldwide and they need to be consolidated in an accessible and transparent format in order to influence policy and practice at national, regional and global levels.

The Fund will rely on strong independent monitoring, evaluation and learning processes. These will be incorporated into, reviewed and approved through the assessment of proposals from applicants and efforts will be made to ensure that both government and non-governmental organizations supported by the Fund have and/or build the capacity to capture and make accessible the learning from their initiatives, and to use state-of-the-art approaches to monitoring and tracking results. The Fund will support systematic learning amongst grantees and between donor and UN partners, with grantees, and other interested parties. It will forward the principles of the Paris Declaration by investing in such practices as joint missions and evaluations, intensive results tracking and other such processes. The uniqueness of and significant investment in this effort make it essential that the process benefits from independent monitoring, focused tracking of results, and comprehensive outcome and impact evaluation from which lessons can be drawn.

As such, in March 2010, the Fund will finalize a robust M&E framework and requirements for grantees. It is envisioned that UNIFEM will work with external experts to develop strong evaluation plans for each grantee. A knowledge management and strategic communications plan will be developed as well. These will include online tools that will enable UNIFEM to provide continuous and transparent information on the grant making and selection process; it will allow grantees to regularly post information about the progress that they are making; and it will support grantees and a variety of other stakeholders to share information and experiences in an easily to digest format. Significant funds have been allocated to evaluate, systematize and communicate impact.

X. Budget

The enclosed budget reflects changes from the original version to account for PAC (May 2009), Steering Committee (June 2009), and UNIFEM Directorate and Spain (July 2010) recommendations:

1. The initial salaries did not account for benefits and post adjustment expenses, the enclosed Staff positions reflect corrected costs.
2. Permanent positions start dates (and costs) were adjusted to reflect the time it takes to hire for such positions (on average 4 months).
3. International Officers staff positions were calculated in lieu of National Officers positions for 2010 and 2011.
4. As informed by the Finance Department, overhead costs are not included in the 7% of AOS. As a result, overhead costs for the Secretariat (rent, computers, telephone, etc) are included.
5. Consultants, translation, and travel costs were increased to reflect actual costs.
6. Development of online application software and internal database are included.
7. Per Spain (the major donor of the Fund) recommendation, disbursement schedule for grants was re-adjusted to account for the current financial and economic crises as follows: US\$ 5 million for 2009; US\$25 million for 2010; and US\$20 million for 2011. Catalytic Grants were projected for 1 to 2 years and Implementation grants for 2 to 4 years.
7. Evaluation costs were corrected to account for 7% of grants costs per year.

The Fund for Gender Equality - Results Framework

The framework that follows is a first draft. Targets and more focused indicators will be included based on feedback from partners. A first phase of the results framework will be finalized by June 2009 (after the Steering Committee meeting) and will then be revised and updated based on consultations with the independent evaluation team and on the types of proposals that are submitted in response to the first call. Once finalized, progress on the results framework will be tracked on the GE Fund website. The results framework needs to be aligned to political and economic empowerment indicators.

Please note that the activities included in this log-frame are indicative rather than exhaustive.

XI. The Fund for Gender Equality - Results Framework

NARRATIVE SUMMARY	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS/ ASSUMPTIONS (NEEDED FOR OUTCOMES ONLY)
Goal Accelerated implementation of national commitments to gender equality and women's empowerment	In 5-10 countries receiving support: Increased percentage of women represented in decision-making bodies (national parliaments, local government, other decision-making fora) (MDG3) Increased percentage of women in secure, wage employment (MDG3) Decreased number of women in insecure employment (MDG1) Increased share of women in wage employment in the non-agricultural sector (MDG3)	-Official data generated by regular reporting on MDGs at national, regional and global levels	-National priorities for gender equality align with MDG targets and indicators
Outcome 1			
Increased number of local and national action plans to advance gender equality and women's empowerment that are high quality, aligned with national priorities, costed, endorsed by	By 2011, five to ten countries use Fund for Gender Equality support to jumpstart full implementation of costed and resourced local and national action plans By 2011, five donors align their support with the support of The Fund for Gender Equality in 5-10 countries to significantly scale up resources available to implement	-Fund for Gender Equality Annual reports	-Commitments to aid effectiveness are implemented at country level

donors, and adequately resourced	gender equality priorities at national and local level		
Output 1.1	Grantees have improved capacity to implement and track implementation of gender actions plans; Sharing of experiences among 5-10 grantee groups results in higher quality, more effective, and better coordinated national gender action plans; Through access to enhanced funding, national gender equality organizations (NWM's, women's groups or networks, etc.) have improved positioning to secure leadership collaboration and buy-in for actions to implement existing plans and policies.		
Activity 1.1.1	Design Call for Proposals for Fund for Gender Equality that provides incentive for national partners to improve quality of and commitment to national gender action plans and that requires government applicants to make firm resource commitments to implementation of existing plans and policies.		
Activity 1.1.2	Design process for Fund for Gender Equality grants that elicits greater engagement of donors, UN agencies and national partners in appraising existing gender action plans through giving these groups a formal role in the application process.		
Activity 1.1.3	Develop criteria for Fund grants that draws on country-level good practices in maximizing stakeholder engagement, building required capacity, and adequately funding gender equality in national development strategies. Develop objective criteria for selection and provide feedback to applicants based on this criteria that enables deeper understanding of what constitutes high-quality gender action plan.		
Outcome 2			
Government and non-	Improvements in the influence, positioning, capacities and	-Fund for Gender	-Continuity in and

governmental institutions with responsibility for gender equality (e.g., national machineries for women, justice and finance ministries, women's NGOs and networks, etc.) have the necessary capacity and support to drive action and accountability for gender equality and women's economic and political empowerment as a priority in national development plans	resources of national machineries for women in up to 10 countries in local, national and regional planning and policy processes to implement commitments to women's economic and political empowerment by 2011 Improvements in the influence, positioning, capacities and resources of global, regional, national and local women's NGOs, networks, professional groups and community-based organizations to call for, support and monitor policies and action on women's economic and political empowerment Increased number of effective partnerships between government and non-governmental women's organizations and networks in 5-10 countries to call for, support and monitor policies and action on gender equality, including follow-up to CEDAW concluding comments, and implementation of national and local plans of action, etc.	Equality reports	availability of needed human resources in government and non-governmental women's organizations and networks to strategically apply enhanced capacities
Output 2.1	Partner capacity enhanced to undertake effective actions, in partnership with donors, to achieve gender action plans		
Activity 2.1.1	Provide financial resources through Fund for Gender Equality for 5-10 national institutions to build capacity and support they need		
Activity 2.1.2	Provide training in financial management, M&E, reporting, advocacy, and other skills for grantee organizations to enable them to build needed capacity.		
Activity 2.1.3			
Outcome 3			
Gaps in funding, capacity and other resources for implementation of national gender action plans or gender in NDS' filled through increased coordination and harmonization among national partners and with donors and increased attention to existing gender equality plans and policies.	Improved conditions in 5-10 countries for national plans for gender equality (such as poverty reduction strategies, sector-wide approaches, post-conflict reconstruction strategies, etc.) to address gender equality capacity and financing constraints.	-Concrete donor support for identified gaps -Feedback received from key stakeholders	Plans and commitments instill confidence and interest among donors.

Output 3.1	<p>Through Fund for Gender Equality application process and subsequent implementation in successful countries, UNIFEM drives greater coherence and coordination for GE through coordination with UNCT gender theme groups and national gender steering committees to enhance inter-agency and donor harmonized actions to support implementation of national gender action plans</p> <p>Through collaboration with UNDP in national execution of Fund for Gender Equality initiatives in countries where government is receiving funding, enhance UN partnerships and collaboration to benefit gender equality.</p>		
Activity 3.1.1	Provide incentive through Fund for Gender Equality application and selection process for greater coordination and harmonization of actions for Gender Equality		
Activity 3.1.2	Require, through Fund for Gender Equality application process, basic baseline information and costed action plan from all applicants.		
Activity 3.1.3			
Activity 3.1.4			
Outcome 4			
Improved accountability for national gender action plans as a result of greater awareness and knowledge sharing of plans within countries and among donors.	<p>Tested Fund for Gender Equality indicators available to measure progress on national and local plans of action</p> <p>Increased demand by key constituencies (governments, donors, multilateral organizations, universities, media, national and international NGOs) for analysis, documentation and evaluations generated by programmes supported by Fund for Gender Equality.</p> <p>Evidence that strategies/plans and monitoring indicators used by Fund for Gender Equality-supported countries are used and replicated by other countries</p>	Database online National organizations using database in their advocacy on gender equality.	-Relevance of processes in countries supported to situation in other countries
Output 4.1	<p>Online database of gender action plans for maximum number of programme countries available</p> <p>Grant recipients trained to undertake gender-responsive, results-based evaluations that generate knowledge on political and/or economic empowerment to contribute to expanding national knowledge on the “how to” of achieving</p>		

	these goals. Evaluations results disseminated to Fund for Gender Equality grantees and more widely to share good practices in implementation of commitments to gender equality and women's empowerment.		
Activity 4.1.1	Fund for Gender Equality team develops database of national gender action plans on Fund for Gender Equality website		
Activity 4.1.2	UNIFEM's M&E section collaborates with Fund for Gender Equality team to provide training, knowledge sharing, and ongoing technical support to Fund for Gender Equality grantees		
Activity 4.1.3	Fund for Gender Equality team synthesizes good practices and lessons learned for website		
Activity 4.1.4	UNIFEM develop advocacy materials that help to disseminate best practices and provide visibility for countries that are fast-tracking implementation of gender action plans.		