



1. Standard Cover Sheet

Project No. : 69162

Geo. Coverage: Global

Department ID: 90312 (Multi-Donor Fund)

Thematic Areas: **SP Impact 1:** Women lead and participate in decision-making at all levels.
SP Impact 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development.

Project Title: Fund for Gender Equality (FGE)

Project Short Title: FGE

Expected Start Date: 16 December 2014

Duration: 3 years, 2 weeks (through 31 Dec 2017, aligned with UN Women SP)

Implementing Partner: United Nations Entity for Gender Equality and the Empowerment of Women – UN Women (UNW)

Responsible Parties: Fund for Gender Equality (FGE) Unit

Funds: Multi-donor, Non-Core (multi-year mechanism, funds replenished annually)

Signatures:

UN Women

UN-Women Implementing Partner

2. Executive Summary

2014 is a landmark year for UN Women. Kicking off the twenty year anniversary of the Beijing Platform for Action with the Beijing+20 Campaign launch this year, UN Women joins other UN agencies in solidifying a clear and transformative Post-2015 Agenda – one with gender equality and women’s empowerment anchored at its core. As Member States, the international community, and all UN agencies move closer to a new set of 17 Sustainable Development Goals (SDGs) in 2015, another key UN Women constituency is redoubling its efforts to accelerate progress on gender equality in the Post-2015 framework: Civil Society Organizations (CSOs).

Gender equality CSOs, in particular women’s organizations, play vital and necessary roles in promoting women’s rights, gender equality, and the empowerment of women worldwide – to such a great extent that transformative progress on gender equality worldwide cannot be meaningfully achieved without their active participation and contributions.

To effectively deliver on its universal mandate to help promote women’s rights, gender equality, and the empowerment of women across all levels of development and in all regions in the Post-2015 framework, UN Women will continue to elevate mechanisms like the Fund for Gender Equality (FGE) which catalyze the efforts of CSOs to implement gender equality and expand women’s political and economic empowerment worldwide.

Launched in 2009 to help close the gaps in implementation of gender equality commitments at the local, national and regional levels, FGE is UN Women’s leading global grant-making mechanism and multi-donor Fund dedicated to CSO programming on women’s political and economic empowerment. The Fund sustains, supports, and strengthens the capacities of CSOs to implement high-impact and multi-stakeholder programmes that translate high level law and policy commitments into tangible services and freedoms in the everyday lives of women and girls, men and boys around the world – especially the most excluded and marginalized communities, including rural and women living in extreme poverty, refugee and IDP women, indigenous communities, ethnic and religious minorities; migrant, domestic and home-based workers; women living with HIV/AIDS or with disabilities, and LGBTI individuals.

In less than five years FGE has completed two grant-making cycles, investing over US\$ 56.4 million in 96 grantee programmes led by 121 implementing partners in 72 countries to help them achieve:

- 750 law and policy recommendations to mainstream gender proposed, including over 200 adopted
- 335,000 women and young women leaders, voters, and electoral candidates mobilized
- 350 successful electoral campaigns involving women candidates supported
- 100,000 rural women gained control over productive resources and assets
- 200,000 women gained access to social protection services.

High-impact and far-reaching results are a signature of the Fund’s value added programming. Using a three-pillar approach that includes (1) direct financing through competitive grant-making, (2) a package of technical and networking support services, and (3) results-based management guidance and reporting the Fund empowers national and regional CSOs to help shift the status quo toward greater political and economic equality, empowerment, and inclusion for women and girls.

To frontload tangible results and measureable progress toward Post-2015 goals, the Fund will launch its third global grant-making round on 8 March 2015 during the 59th annual UN Commission on the Status of Women (CSW) in New York, and secure a global portfolio of grants worth US\$ 86 million by 2017.

3. Situational Analysis

FGE VISION STATEMENT 2014-2017

UN Women's Fund for Gender Equality (FGE) will lead the organization's grant-making for Civil Society Organizations (CSOs) and will help to frontload progress toward the Post-2015 Agenda with a global portfolio of grants worth US\$ 86 million by 2017. Through a demand-driven and highly competitive three-pillar investment approach, FGE will sustain, support, and strengthen the capacities of CSOs to accelerate implementation of gender equality commitments, improve and expand women's political and economic empowerment, and help address the structural causes of gender inequality in the lives of women and men, girls and boys around the world.

How We Got Here

Bold and innovative strategies are needed now more than ever to achieve gender equality and secure women's empowerment in the Post-2015 Development Agenda, and UN Women is expected to play a leading role in marshalling new strategies that deliver. For decades UN Women and gender advocates around the world have broken barriers and expectations to advance gender equality, resulting in landmark agreements like the *Convention on the Elimination of All Forms of Discrimination against Women* (CEDAW) (1979), the *Beijing Declaration and Platform for Action* (1995), the High-Level Event on ICT for Development in the Post-2015 Agenda¹ (2014), and *The Future We Want* (2012) commitments for a new century launched during the UN Conference on Sustainable Development (Rio+20) in Rio de Janeiro, Brazil.

Building on renewed commitments to the *Beijing Platform for Action* (1995) and its twelve areas of concern with a successful launch of the Beijing+20 Campaign this year, UN Women's Fund for Gender Equality (FGE) joins other UN Women units/offices, Member States, and all UN agencies in outlining its strategy to help advance the organization's vision of measurable, lasting gender equality and to achieve the targets aligned with a new standalone Sustainable Development Goal on gender equality. As the world waits for final approval and ratification of the new Sustainable Development Goals (SDGs) and their adjoining targets in September 2015, the Fund will help kick start results in two thematic areas at the heart of the Post-2015 Agenda: women's political and economic empowerment.

The vision laid out in Beijing, with 12 critical areas of concern for women, still resonates deeply around the world. It is still unfinished business.

Ms. Phumzile Mlambo-Ngcuka, UN Women Executive Director
UN Women Beijing+20 Campaign Launch
New York, 27 June 2014

¹ Formally the High-Level Event of the General Assembly "Contributions of North-South, South-South, Triangular Cooperation, and ICT for Development to the Implementation of the Post-2015 Development Agenda" (New York City, 21-22 May 2014).

UN Women² was established in 2010 to provide guidance and technical support to Member States in the form of normative and operational activities that promote women's rights, gender equality, and women's empowerment across all levels of development and in all regions.

Established in 2009 to accelerate the implementation of gender equality commitments worldwide in complement to UN Women's mandates, the Fund for Gender Equality is UN Women's leading global grant-making mechanism and multi-donor Fund dedicated to Civil Society led programming for women's political and economic empowerment. The Fund advances UN Women's mandates by sustaining, supporting, and strengthening the capacities of Civil Society Organizations³ -- a key UN Women constituency -- to implement high-impact, multi-stakeholder programmes that help transform local, national, and regional law and policy commitments into tangible services, freedoms, and opportunities that improve the everyday lives of women and men, boys and girls.

Where We Need to Go

CSOs Are Essential Agents of Change

Worldwide, the fact and the challenge remain: implementation levels of gender equality law and policy commitments continue to be inexcusably low. Despite important gains over the last decades, the global community has a long way to go before women and girls are equally and equitably seen and heard in decision-making arenas and political and economic spaces, and before their needs and equal rights are both enshrined and enjoyed at all levels of society – from laws and policies to social and customary practices. This is especially true for highly marginalized and excluded communities such as rural, indigenous, ethnic/religious/cultural minorities, informal workers, refugee and IDP women, women living with disabilities or HIV/AIDS, and LGBTI individuals.

As of January 2014, only nine (9) women serve as Heads of State and fifteen (15) women serve as Heads of Governments worldwide. The proportion of women parliamentary members worldwide is just 22 per cent – less than a quarter of all parliamentary members globally – with just 39 lower or single parliamentary houses worldwide having achieved or surpassed 30 per cent representation of women (UN Women 2014).

Additionally some 53 per cent of employed women worldwide depend on informal, unregulated, and unstable employment, and women continue to be paid between 10 and 30 per cent less than men. Women own only one per cent of the world's titled land and continue to carry the disproportionate burden of unpaid care work in the household (UN Women 2014).

54. ... [C]ivil society organizations, in particular women's organizations, play a vital role in promoting women's rights, gender equality and the empowerment of women;

55. [UN Women is requested] to continue the existing practice of effective consultation with civil society organizations, and encourages their meaningful contribution to the work of the Entity;

UN General Assembly Resolution 64/289 (21 July 2010) on System-Wide Coherence

and the UN system progress toward the achievement of gender equality and women's empowerment. UN Women streamlines the resources and strategic mandates of four previous UN agencies dedicated to these issues: Division for the Advancement of Women (DAW); International Research and Training Institute for the Advancement of Women (INSTRAW); Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI); and United Nations Development Fund for Women (UNIFEM).

³ Gender equality CSOs include women's organizations and women-led organizations committed to women's issues, but it also includes mixed leadership organizations committed to gender equality and women's empowerment programming, and organizations whose gender equality and women's empowerment programming includes boys and men as beneficiaries.

change in addressing structural barriers at all levels, and in holding duty bearers accountable for upholding standards of gender inclusive and equitable policies and practices. For these reasons, engaging CSOs the effort to achieve gender equality is not simply important; it is imperative.

Gender equality CSOs help close the gender gaps in women’s leadership and political participation, in part by enabling highly marginalized women and girls to be seen and heard as leaders, voters, political candidates and party leaders, civic office holders, and as agents of change for furthering peace and security. As CSOs catalyze more women of diverse communities into political decision-making arenas, they also shift national processes and the overarching status quo toward inclusive models of governance where women participate fully and equally in all areas and institutions of political and public life – not only as individuals, but as representatives of their communities.

CSOs not only galvanize advocacy and propose law and policy reforms that lead women toward greater individual and collective economic empowerment opportunities and capabilities, they also occupy a unique position from which to hold duty bearers accountable for gender-responsive delivery on social protection commitments and decent work and sustainable livelihoods protections at all levels. Through direct programming with beneficiaries and multi-stakeholder engagement at all levels, CSOs are making the case for women’s equitable participation in the shaping of economic and development policies at all levels, and helping to gain greater recognition for women’s significant contributions to local and national economies as formal and informal workers in all sectors, particularly agriculture, small-scale production, domestic work, and unpaid care work in the household.

To enable CSOs to continue to close the gender gaps in all areas of political, economic, and social life, FGE will continue to use a value added approach that sustains, supports, and strengthens their capacities to implement high impact, innovative programme strategies that reaffirm and expand the necessary architectures for inclusive growth, development, and democracies.

4. Justification

The Fund at the Forefront

The leading international organization working for the elimination of discrimination against women and girls and equality between women and men as partners and beneficiaries of development and participants in democracy, UN Women is at the forefront in securing a place for gender equality and women’s empowerment in the Post-2015 Development Agenda. In harnessing lessons learned from the Millennium Development Goals (MDGs) review process⁴ -- namely that transformative change requires greater attention to the structural causes of inequality and unempowerment -- UN Women alongside Member States and Civil Society partners have successfully advocated for a standalone goal on gender equality (SDG 5) as part of the Sustainable Development Goals (SDGs) in 2014.⁵

⁴ For a review of the MDGs and lessons learned, see for example the UN System Task Team on the Post-2015 UN Development Agenda Thematic Think Piece, *Addressing Inequalities: The Heart of the Post-2015 Agenda and the Future We Want for All* (May 2012), available online at: http://www.un.org/millenniumgoals/pdf/Think%20Pieces/10_inequalities.pdf.

⁵ Following 13 consultative sessions from March 2013 to July 2014, the Open Working Group of the United Nations General Assembly on Sustainable Development Goals concluded a draft report on 19 July 2014, proposing 17 SDGs and 174 corresponding targets. Among the 17 SDGs proposed is standalone SDG 5, to “Achieve gender equality and empower all women and girls”. As mandated by *The Future We Want* (2012), the draft report was transmitted to the General Assembly in its 69th session (September 2014). The text of the 17 SDGs and their respective targets are scheduled for final approval and ratification in September 2015.

The challenge now is to determine how UN Women and all partners and constituencies can most durably and effectively work together to deliver on UN Women’s mandate in the Post-2015 framework, including alignment with the SDGs once ratified and concrete advances in all twelve areas of concern of the Beijing+20 Campaign.

As UN Women’s largest grant-making mechanism dedicated to the advancement of women’s political and economic empowerment worldwide, FGE is well positioned to frontload high impact results and concrete advances for women in these two thematic areas of priority for the Post-2015 Agenda. The Fund will sustain, support, and strengthen the capacities of awarded gender equality CSOs to contribute substantively to UN Women’s impact by (i) narrowing the national and regional gaps in implementation of new and existing gender equality commitments, (ii) linking law and policy commitments to local level beneficiaries through innovative implementation strategies , and (iii) contributing to a global body of evidence-based results that support a more nuanced understanding of how the transformation of structural causes of gender inequality happens at all levels.

The Fund at Five: Programmatic Results 2009-2013

In less than five years, FGE has completed two competitive grant-making cycles, awarding over US\$ 56.4 million to 96 dynamic grantee programmes in 72 countries to help CSOs achieve⁶:

- 9.4 million direct beneficiaries reached, including women and men, girls and boys
- 3 million key stakeholders sensitized on women’s empowerment and gender equality
- 121 implementing CSOs and government offices working in partnership

In its two grant-making cycles since 2009, FGE has received over 2,245 requests for funding from gender equality CSOs around the world, of which only 96 (4 per cent) have been competitively selected for a grant award. The total demand for FGE support since 2009 is valued at US\$ 3.4 billion, of which less than one per cent (US\$ 56.4 million) has been awarded in grants. Tables A-C below illustrate overall and per region demand for FGE grants, and FGE’s capacity to satisfy global and regional demand per grant-making cycle.

Table A. Total number and value of proposals, global

	Total # of proposals received (global)	Total US\$ value of all proposals received	Total # of proposals awarded	Total US\$ value of awarded proposals	Per cent of proposals awarded by cycle
Cycle 1 (2009-2010)	1,239	\$2.97 billion	40	\$38.2 million	1.2%
Cycle 2 (2011-2012)	1,006	\$540 million	56	\$18.2 million	3.4%

Table B. Proposals received by region

	Africa	AP	AS	ECA	LAC
Cycle 1 (2009-2010)	412	343	91	113	280
Cycle 2 (2011-2012)	377	237	105	68	219

Table C. Proposals awarded by region (% of regional demand met)

⁶ All aggregate programmatic results (2009-2013) presented in this section are per FGE’s *Results Brochure 2013*, available online at: <http://www.unwomen.org/en/trust-funds/fund-for-gender-equality/materials>.

	Africa	AP	AS	ECA	LAC
Cycle 1 (2009-2010)	9 (2%)	10 (3%)	5 (5.4%)	6 (5.3%)	10 (3.5%)
Cycle 2 (2011-2012)	16 (4%)	13 (5%)	14 (13%)	2 (3%)	11 (5%)

Despite resource limitations which prevent it from being able to meet higher levels of demand for grants – both regionally and globally – FGE’s grant-making since 2009 has continued to support high quality and cross-cutting results in the areas of women’s political and economic empowerment. Snapshot results from programmes working in both thematic areas are outlined below.

Thematic Grant-making Priorities

I. Empowering Women Politically

FGE awards gender equality CSOs whose programming in the area of Women’s Political Empowerment (WPE) aims to improve and expand the capabilities and opportunities for women and young women to take on leadership roles, participate fully in political processes, and influence decision-making in all spheres and at all levels of public and political life. FGE’s thematic grant-making in this area has reached over 5.9 million beneficiaries and awarded over US\$ 33 million in grants to 52 programmes in 53 countries since 2009, giving priority to three highly demanded areas of work:

- **Catalyzing Legislative and Policy Change**
Empowering women and advancing gender equality through advocacy toward new laws and policies, by mainstreaming gender equality commitments in existing laws and policies, and by helping to transform institutions at all levels.
- **Expanding and Strengthening Women’s Leadership**
Growing the confidence and influence of women and young women leaders and decision-makers from the grassroots up to the highest institutions of society and taking steps to connect them across generations.
- **Engaging Women in Electoral Politics**
Increasing the skills, capacities, and opportunities of women and young women to join, participate in, and lead political parties, campaign for political office, and vote in political elections.

Snapshot results⁷ from WPE programming in 2009-2013 include:

- 500 policy recommendations to mainstream gender advanced, including over 200 adopted
- 100,000 women and young women leaders mobilized
- 350 successful electoral campaigns involving women candidates elected to office
- 235,000 women and young women candidates and voters engaged in electoral politics

II. Empowering Women Economically

In the area of Women’s Economic Empowerment, FGE awards CSOs whose programming aims to increase women’s capabilities and opportunities to access, own, inherit, and control productive resources and assets like land and credit, to enjoy safe and accessible social protection services and decent work protections, and to participate fully in development planning and economic decision-making at all levels of society from the household to the national government. FGE’s thematic grant-

⁷ All aggregate programmatic results (2009-2013) presented for awarded WPE and WEE programmes are per FGE’s *Results Brochure 2013*, available online at: <http://www.unwomen.org/en/trust-funds/fund-for-gender-equality/materials>.

making in this area has reached over 3.5 million beneficiaries and awarded nearly US\$ 23.4 million to 44 programmes in 35 countries since 2009, giving priority to three highly demanded areas of work:

- **Fostering Sustainable Entrepreneurship**
Increasing women's agency and opportunities to develop and enjoy livelihood skills; to access, create, and participate in new and existing markets as autonomous individuals and as part of empowered collective structures at all levels; to harness productive resources for sustainable livelihoods; and to participate fully in economic decision-making at all levels.
- **Supporting Rural Women to Access and Control Resources and Assets**
Empowering rural women to own, inherit, and control productive resources and influence decision-making through leadership, collective problem-solving, and strategic partnerships at all levels and in all arenas.
- **Ensuring Decent Work and Social Protection**
Increasing and expanding women's agency to secure decent work and social protection services through stronger policy commitments and services delivery at all levels, regardless of their cultural/religious/ethnic/linguistic identity, geographic location and/or economic status.

Snapshot results from WEE programming in 2009-2013 include:

- 600,000 women with expanded livelihood capabilities and opportunities
- 30,000 rural women gained control over productive resources and assets
- 200,000 women gained access to gender-responsive social protection services

Lessons Learned

More grantees, stronger results: During its first grant-making cycle (2009-2010), FGE awarded two categories of grants to both CSO and government-led programmes: catalytic grants and implementation grants. Catalytic grant awards ranged from US\$ 200,000 to US\$ 500,000 for narrowly-focused proposals aiming to 'catalyze' new gender equality commitments through advocacy and stakeholder engagement at the national level. The larger implementation grants ranged from US\$ 1 million to US\$ 3 million to support broad-based implementation of existing gender equality commitments over periods of one to four years. The results of this strategy were mixed, and while some of the implementation programmes were more successful at honing in on structural causes of inequality at all levels, the catalytic programmes were more successful overall in managing their finances, mitigating risk, and delivering consistently on agreed targets and timelines.

With the launch of its second grant-making cycle (2011-2012), FGE moved into a thematic grant-making framework focused on the two overlapping streams of women's political and economic empowerment. Moving to a thematic framework allowed FGE to further align its grant-making to the Development Results Framework of UN Women's Strategic Plan 2009-2013, and to combine the strongest technical aspects of the first grant-making cycle by awarding grants in a range of US\$ 200,000 to US\$ 1 million to more, more holistic, and more diverse CSO programmes around the world (e.g. FGE awarded 25 per cent more grants in the second cycle than in the first; from 40 to 56).

Programmes awarded in the range of US\$ 200,000 to US\$ 1 million in the second grant-making round produced stronger, more diverse programmatic results and a more innovative, dynamic spectrum of interventions in the six priority areas of work. This award range will remain in place for the third grant-making cycle (set to launch in March 2015), and FGE will continue to track and implement its own internal and external good practices in evaluating grantees' absorptive capacities at the proposal stage, and in matching grantee capacities with productive levels of funding.

CSOs are Essential Interlocutors: Following internal review of its grant-making practices to date and subsequent consultations with gender equality advocates and women’s movements, FGE will only award grants to CSO-led programmes in the third grant-making cycle (set to launch in March 2015). FGE’s decision to put gender equality CSOs both at the center and in the lead of its grant-making is based on the lesson learned that CSOs are more than a key UN Women constituency; they are essential interlocutors whose full engagement and participation is necessary to achieve the kind of transformational change to laws, policies, and social norms that UN Women envisions in the Post-2015 framework.⁸

By sustaining and supporting CSOs while encouraging them to partner effectively with government agencies and non-traditional stakeholders to the greatest extent possible, FGE contributes to UN Women’s mandate and Development Results Framework by ensuring that awarded CSOs are well equipped to achieve high impact results and sustainable programmatic interventions at all levels that have the capacity to extend beyond the lifecycle of the FGE grant.

5. Results and Resource Framework

Aligned with UN Women’s Strategic Plan (SP) 2014-2017 and its Development Results and Organizational Effectiveness Frameworks (DRF and OEEF, respectively), FGE sustains, supports, and strengthens the capacities of gender equality CSOs to produce a spectrum of dynamic interventions and programmatic results that contribute to UN Women’s Impacts 1 and 2.

Due to the management and oversight nature of its three-pillar programming approach with grantee CSOs, FGE will use the OEEF logframe to account for its own programmatic results and operational performance. FGE’s OEEF logframe is aligned with UN Women’s OEEF 2014-2017 at Output levels 1-4, but will use a tailored set of indicators to monitor the Fund’s effectiveness in delivering concrete results and undertaking accountability measures in all areas of its three-pillar approach.

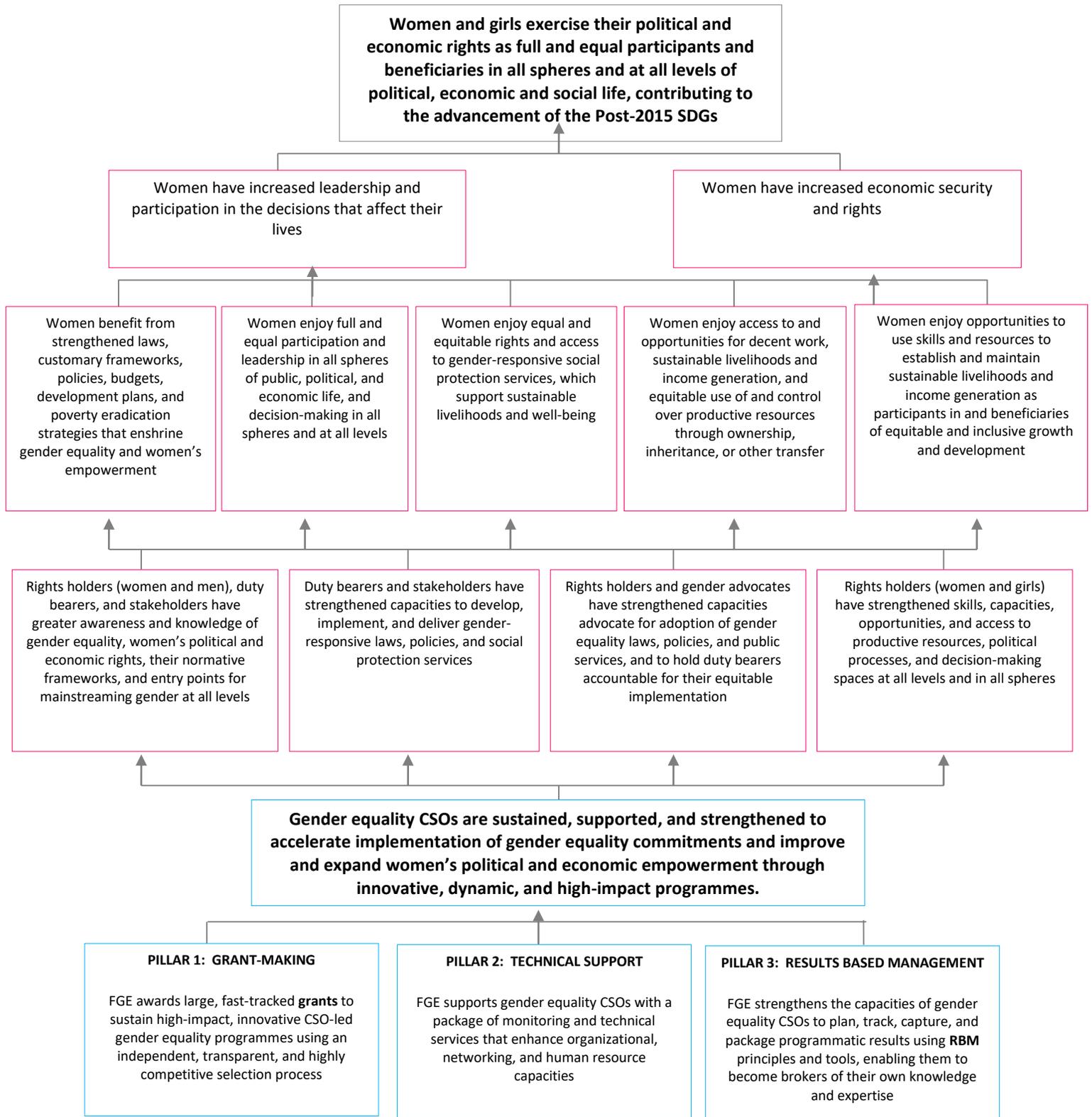
FGE will continue to utilize the DRF as a logframe for capturing the programmatic results of grantee CSOs and aligning those contributions to UN Women’s Impact 1 and Impact 2, and Outcomes 1.1, 1.2, 2.1, 2.2, and 2.3 for 2014-2017. Although aligned with UN Women’s DRF 2014-2017 at the Impact and Outcome levels, FGE uses a broad set of descriptive Outputs to capture and organize a broad set of activity-based indicators undertaken by CSOs, giving CSO contributions to the UN Women SP a bottom-up trajectory. Unlike in a typical UN Women project DRF, grantee CSOs will not be held accountable for delivery on all aspects of the Outputs used by FGE, but only for delivery on the indicators which have been agreed upon in its specific programme PMF and FACE forms.

FGE’s Theory of Change outlines the pathways by which its three-pillar support for CSOs builds toward the achievement of Goal 1 and Goal 2, aligned respectively with UN Women Impact 1 and Impact 2 in the FGE DRF and OEEF logframes below. Through the outlined pathways of change, FGE will work toward the overall impact of enabling women and girls to exercise their political and economic rights as full and equal participants and beneficiaries in all spheres and at all levels of political, economic, and social life. In this way, FGE will contribute to the advancement of the Post-2015 Sustainable Development Goals (SDGs) once finalized and approved in September 2015, especially SDG 5 on gender equality and empowerment for all women.

⁸ In general, programmes led by governmental grantees have had a slower implementation and delivery rates, and effectiveness and sustainability of programme implementation have been more greatly affected by changes in government office and political unrest. Engagement with government strategic partners will be more effectively pursued through the regular UN Women programming.

In the Theory of Change flowchart which follows on page 10, blue boxes are used to indicate the Fund's programmatic contributions, while magenta boxes are used to indicate grantees' programmatic contributions.

FGE Theory of Change



A. Development Results Framework of the Fund for Gender Equality

FGE Impact: Accelerated implementation of gender equality commitments and women’s political and economic empowerment at local, national, and regional levels contribute to the achievement of the Beijing Platform for Action and the Post-2015 SDGs, especially SDG 5

Goal	Outcomes	Outputs	Indicators	Baselines	Targets
<p align="center">Women’s Political Empowerment</p> <p>Goal 1: Increased leadership and participation of women in the decisions that affect their lives.</p> <p>Link to: UN Women SP Impact 1</p> <p>SDG 5 substantive targets 5.1 & 5.5</p> <p>SDG 5 implementation targets 5.b & 5.c</p> <p><i>(Note: SDG5 and its targets will not be approved and ratified until September 2015. Tentative draft targets are noted here as placeholders to keep the Fund’s DRF aligned with the goal’s main thematic issues until a final text is available)</i></p>	<p>1.1 Constitutions, legal frameworks and policies to advance women’s right to participate in political and economic decision making at regional, national and local levels are reformed/adopted and implemented. [SP Outcome 1.1]</p> <p>SP Indicator 1.1a: Number of countries with legal frameworks that include provisions that specifically promote women’s participation in decision-making</p> <p>1.2 Gender equality advocates influence constitutions, legal frameworks and policies to increase women’s leadership and political participation. [SP Outcome 1.3]</p> <p>SP Indicator 1.3a: Number of countries with national dialogues and policies influenced by gender advocates</p>	<p>1a. Strengthened awareness and knowledge of duty bearers and rights holders on women’s political rights and the “why” and “how” to develop and implement laws and policies that promote gender equality and women’s political empowerment.</p>	<ul style="list-style-type: none"> ▪ Number of women sensitized about gender equality and women’s rights ▪ Number of duty bearers and stakeholders sensitized about GE, women’s leadership, and women’s empowerment ▪ Number of duty bearing institutions sensitized about women’s political and social rights (as illustrated by sustained partnership) 	<ul style="list-style-type: none"> ▪ 5.9 million ▪ 1 million ▪ In process 	<ul style="list-style-type: none"> ▪ +5% ▪ +5% ▪ +20
		<p>1b. Strengthened capacities of duty bearers for developing, implementing, and delivering on laws and policies to increase gender equality and women’s participation in political decision-making in all spheres and at all levels.</p>	<ul style="list-style-type: none"> ▪ Number of decision-makers trained/sensitized (policy makers, legislators, CEOs, board members, parliamentarians) ▪ Number of laws, policies, or constitutional provisions adopted and revised by grantee-trained duty bearers to support women’s political and economic rights 	<ul style="list-style-type: none"> ▪ 1 million ▪ 750 advanced, 200 adopted 	<ul style="list-style-type: none"> ▪ +5% ▪ +100 / +25
		<p>1c. Strengthened capacities of gender advocates and rights holders to promote women’s leadership and political participation in all spheres and at all levels, and to hold duty bearers accountable for commitments.</p>	<ul style="list-style-type: none"> • Number of consultation spaces created to influence decision-making (add together all public forums attended or used) ▪ Number of policy recommendations proposed by grantee beneficiaries in public governance forums ▪ Number of women participating in public deliberative forums 	<ul style="list-style-type: none"> ▪ 115,000 ▪ 190 ▪ In process 	<ul style="list-style-type: none"> ▪ +150 ▪ +25 ▪ 250,000
		<p>1d. Strengthened capacities of women, young women, and girls to participate in political processes and spaces, and to lead in all spaces and at all levels.</p>	<ul style="list-style-type: none"> ▪ Number of women trained as electoral candidates and voters ▪ Number of women trained who were subsequently elected to office ▪ Number of women trained who subsequently achieved leadership positions in institutions that affect their lives (political parties, boards, law enforcement, other) 	<ul style="list-style-type: none"> ▪ 235,000 ▪ 350 ▪ 100,000 	<ul style="list-style-type: none"> ▪ +25,000 ▪ +25 ▪ +100

<p>Women's Economic Empowerment</p> <p>Goal 2: Increased economic security and rights of women, especially for the most excluded.</p> <p>Link to: UN Women SP Impact 2</p> <p>SDG 5 substantive targets 5.1, 5.4, 5.5</p> <p>SDG 5 implementation targets 5.a, 5.b, 5.c</p> <p><i>(Note: SDG5 and its targets will not be approved and ratified until September 2015. Tentative draft targets are noted here as placeholders to keep the Fund's DRF aligned with the goal's main thematic issues until a final text is available)</i></p>	<p>2.1 National plans, legislations, policies, strategies, budgets, customary practices, and justice mechanisms reformed/adopted and implemented to strengthen women's economic empowerment [SP Outcome 2.1]</p> <p>SP Indicator 2.1a: Number of countries that have gender-responsive legislation, policies, and budgets to strengthen women's economic empowerment</p>	<p>2a. Strengthened awareness and knowledge of rights holders, duty bearers and stakeholders (public sector, Private Sector, etc.) on women's economic rights, and the "why" and "how" to develop and implement laws, policies, and practices that promote women's economic security, empowerment, and inclusive economic development – at all levels and in all spheres from household to national government.</p>	<ul style="list-style-type: none"> ▪ Number of women sensitized about gender equality and women's rights (participants in workshops, etc.) ▪ Number of beneficiaries sensitized about WEE (add together all participants in meetings, in workshops, campaigns, petitions, etc.) ▪ Number of institutions sensitized about women's economic and social rights 	<ul style="list-style-type: none"> ▪ 3.5 million ▪ 1 million ▪ In process 	<ul style="list-style-type: none"> ▪ +5% ▪ +5% ▪ +20 	
	<p>2.2 Gender responsive social protection services enhance women's sustainable livelihoods</p> <p>SP Indicator 2.2a: Number of countries where gender-responsive social protection services have been adopted and implemented</p>	<p>2b. Strengthened capacities of duty bearers for developing, implementing, and delivering on laws and policies that promote gender equality and women's empowerment and inclusion in economic laws, policies, practices, and social protection schemes.</p>	<ul style="list-style-type: none"> ▪ Number of duty bearers whose capacities are increased to develop and implement gender equality commitments ▪ Number of laws and policies reformed (this includes local action plans as well as national level policies) ▪ Number of gender responsive laws and policies adopted ▪ Number of social protection measures adopted/implemented 	<ul style="list-style-type: none"> ▪ 3 million ▪ 750 ▪ In process ▪ In process 	<ul style="list-style-type: none"> ▪ +5% ▪ 25 ▪ +10 ▪ +5 	
	<p>2.3 Gender equality CSOs influence economic policies and poverty eradication strategies to promote women's economic empowerment and inclusive sustainable development. [SP Outcome 2.3]</p> <p>SP Indicator 2.3a: Number of countries that have economic policies and poverty eradication strategies which are influenced by gender equality CSOs</p>	<p>2c. Strengthened capacities of gender advocates and rights holders to promote women's leadership and economic participation in all spheres and at all levels, and to hold duty bearers accountable for delivery on gender responsive laws, policies, and social protection services.</p>	<ul style="list-style-type: none"> ▪ Number of organizations that joined networks ▪ Number of networks created/supported ▪ Number of new collective structures (unions, NGOs, cooperatives, self-help groups) ▪ Number of policy and legislative changes put forward in public governance forums ▪ Number of social protection service delivery schemes implemented 	<ul style="list-style-type: none"> ▪ 150 ▪ 330 ▪ 250,000 ▪ 190 ▪ In process 	<ul style="list-style-type: none"> ▪ +15 ▪ +5 ▪ +200 ▪ +15 ▪ +5 	
			<p>2d. Strengthened skills, capacities, and opportunities of/for women and girls to access, own, inherit, utilize, participate in, and benefit from productive resources and assets, and economic and development activities and spaces at all levels.</p>	<ul style="list-style-type: none"> ▪ Number of women with increased skills via training (literacy/ICT/professional, advocacy and other) ▪ Number of women with sustainable income generation and increased income ▪ Number of jobs created ▪ Number of women with access to credit/loan ▪ Number of women developing new and/or gaining access to existing markets ▪ Number of women gaining ownership, inheritance, or administrative control of land or other property ▪ Number of women gaining access to social protection services 	<ul style="list-style-type: none"> ▪ 780,000 ▪ 140,000 ▪ 20,000 ▪ 140,000 ▪ In process ▪ 100,000 ▪ 200,000 	<ul style="list-style-type: none"> ▪ +1% ▪ +1% ▪ +100 ▪ +500 ▪ +500 ▪ +500 ▪ +5,000

A. Organizational Effectiveness and Efficiency Framework (OEEF) of the Fund for Gender Equality ⁹			
FGE Output	FGE Performance Indicators	Baselines	Targets
Output Cluster 1: To drive more effective and efficient strategic partnerships on gender equality and women's empowerment			
Output 1.1: FGE effectively conducts bi-annual, competitive, transparent, fast-tracked grant-making rounds to sustain gender equality CSOs' high-impact, innovative implementation programmes to advance gender equality and women's political and economic empowerment. [FGE Pillar 1: Grant-Making]	<ul style="list-style-type: none"> ▪ Percentage of regional and global demand for FGE grants funded per cycle ▪ Total amount invested in grants ▪ Number and percentage of proposals awarded per region and per theme ▪ Percentage of first tranches disbursed within a month from date of PCA agreement ▪ Number of UN synergies and Private Sector partnerships established and/or participated in 	<ul style="list-style-type: none"> ▪ Table A-B (p. 6) ▪ US\$ 56.4 million ▪ Table C (p. 6) ▪ 0 (new indicator) ▪ 0 (new indicator) 	<ul style="list-style-type: none"> ▪ n/a ▪ US\$ 86 million ▪ n/a ▪ 85% ▪ 5
Output Cluster 2: To institutionalize a strong culture of results based management (RBM), reporting, knowledge management, communications and evaluation.			
Output 2.1: FGE and appointed UN Women Focal Points and CO/MCO/RO colleagues support gender equality CSOs through technical, networking, and strategic support services for all awarded programmes to ensure successful programme implementation. [FGE Pillar 2: Technical Support]	<ul style="list-style-type: none"> ▪ Percentage of positive grantee assessments of FGE / FP technical assistance received (survey) ▪ Average grantee delivery rate (%) of FGE grant funds as per annual budget ▪ Percentage of programmes with a high risk assessment ▪ Number of grantee peer-to-peer meetings/exchanges generated as a result of FGE trainings and FGE-facilitated communications ▪ Number of FGE reporting, KM, communications products produced and disseminated ▪ Number of independent evaluations of FGE completed 	<ul style="list-style-type: none"> ▪ 0 (new indicator) ▪ 0 (new indicator) ▪ 0 (new indicator) ▪ 20 ▪ 5 ▪ 0 (new indicator) 	<ul style="list-style-type: none"> ▪ 85% ▪ 85% ▪ 15% or less ▪ +20 ▪ +7 ▪ 1
Output 2.2: FGE strengthens the capacities of gender equality CSOs to effectively use RBM principles and tools at all stages of their programmes, enabling them to capture results and become knowledge brokers on women's political and economic empowerment [FGE Pillar 3: RBM]	<ul style="list-style-type: none"> ▪ Number of grantee programmes evaluated ▪ Number evaluation management responses implemented by grantees ▪ Percentage of grantees using Grant Management System for effective reporting ▪ Number of programme results and lessons learned included in UN Women reporting, and policy and programmes documents ▪ Number of FGE products updated to reflect annual results 	<ul style="list-style-type: none"> ▪ 25 ▪ 0 (new indicator) ▪ 0 (new indicator) ▪ 0 (new indicator) ▪ 0 (new indicator) 	<ul style="list-style-type: none"> ▪ +15 ▪ 5 ▪ 85% ▪ 15 or more ▪ 5
Output Cluster 3. To enhance organizational effectiveness, with a focus on robust capacity and efficiency at unit level.			
Output 3.1: Effective FGE leadership, planning and management ensure operational effectiveness , accountability and high team performance.	<ul style="list-style-type: none"> ▪ Number of optimal staff positions filled (e.g. 75 per cent capacity) ▪ Percentage of staff completed learning plans/goals ▪ Number of staff with completed PMD review from previous year 	<ul style="list-style-type: none"> ▪ 69% ▪ 0 (new indicator) ▪ 0 (new indicator) 	<ul style="list-style-type: none"> ▪ 84% (+ 2 posts) ▪ 90% ▪ 90%
Output 3.2: FGE ensures operational alignment with UN Women to promote a culture of risk management, accountability, harmonization of business practices, and transparency in its operations.	<ul style="list-style-type: none"> ▪ Percentage of FGE audit recommendations implemented by target completion dates ▪ Percentage of FGE risk monitoring tools in place and used 	<ul style="list-style-type: none"> ▪ 0 (new indicator) ▪ 0 (new indicator) 	<ul style="list-style-type: none"> ▪ 90% ▪ 95%
Output Cluster 4. To leverage and manage resources.			
Output 4.1: FGE raises funds and expands its donor base to ensure that UN Women can deliver results for women on the ground.	<ul style="list-style-type: none"> ▪ Amount of resources raised annually ▪ Number of new FGE donors per year ▪ Distribution of FGE donor resources by sector (in percentage) (governments, Private Sector/foundations, individuals, other) 	<ul style="list-style-type: none"> ▪ Budget (p. 25) ▪ 0 (new indicator) ▪ Table D (p. 26) 	<ul style="list-style-type: none"> ▪ US\$ 13.5 million ▪ 5 ▪ n/a

⁹ Output Clusters 1-4 are aligned with UN Women's OEEF 2014-2017 Output Clusters 1-4.

6. Strategy and Partnerships

A fully 'fit for purpose' UN system on the ground is one which is well teamed-up, has the agility and capacity to respond to the demands of the post-2015 agenda, and consistently delivers high quality results."

Ms. Helen Clark, UN Development Group (UNDG) Chair
Standard Operating Procedures for Countries Adopting the "Delivering As One" Approach
August 2014

A. Strategy

At the core of FGE's contribution to the Post-2015 Development Agenda is recognition of the vital role gender equality CSOs play in furthering sustainable gender equality and women's empowerment at the local, national, and regional levels – recognition which has been enshrined in UN Women's founding mandate.

As UN Women's foremost global grant-making mechanism for CSOs which is overseen and implemented by a highly skilled Secretariat in New York and field staff in four of the six Regional Offices¹⁰, FGE's comparative advantage lies in using a value added three-pillar approach to sustain, support, and strengthen the capacities of gender equality CSOs to:

- Design, develop, implement, and monitor their own gender equality and empowerment programming for specific local, national, and regional contexts in which they are both fluent and personally invested;
- Establish and maintain effective working partnerships with government agencies and other institutional decision-makers and representatives in all spheres and at all levels;
- Pioneer dynamic and innovative interventions that amplify the voices and needs of the most marginalized and excluded women, young women, and girls, and foster productive alliances with men and boys, non-traditional stakeholders, and informal power brokers; and
- Influence, educate, and hold duty bearers accountable for equal, equitable, and inclusive implementation of new and existing gender equality commitments at all levels.

Three-Pillar Approach

FGE's three-pillar programming approach aims to:

1. **Sustain** gender equality CSOs through rigorous and competitive global **grant-making** that mobilizes the financial resources CSOs need to develop and implement dynamic programming – as well as the fundamental planning and programme design skills they need to craft effective yet achievable targets and timelines;
2. **Support** gender equality CSOs with a package of **monitoring and technical support services** that enhance and expand their organizational, technical, and human resource capacities to

¹⁰ ECA programmes funded by FGE are managed from the FGE Secretariat in HQ, and supported by Focal Points based in relevant CO/ROs. FGE's M&R based in Dakar manages the full Africa portfolio of programmes.

implement interventions, build their connectivity and networks, amplify their voice and visibility, and to make and take opportunities to engage in advocacy with strategic partners including governments, institutions, non-traditional stakeholders, and men and boys; and

- 3. Strengthen** the capacities of gender equality CSOs to plan, implement, and track high-impact programme targets and results with the help of **Results-based Management (RBM)** tools, training, guidance and reporting, with the aim of enabling them to become global brokers of their own knowledge, experience, and impact narratives.

The Fund for Gender Equality does not simply award grants. Its grant-making methodology and philosophy are rooted in more comprehensive engagement with grantees -- all with the goal of helping CSOs achieve low risk and sustainable programming horizons beyond the lifecycle of the grant. By becoming a Fund for Gender Equality grantee, CSOs gain leverage and greater mobility through enhanced name recognition and association with UN Women spaces and influence, as well as new opportunities to become true expert practitioners and movement builders in the areas of women's political and economic empowerment.

By empowering CSOs to become better at programme implementation, duty bearers and rights holders at all levels have greater incentives and opportunities to work together toward improved gender relations, and are more aware of normative frameworks and national commitments that can guide the way toward concrete strategies for inclusion. As an extension of strengthened CSO capacities, duty bearers and rights holders are better positioned to advocate for and expand women's:

Capabilities and opportunities for decision-making in all areas of life
Capabilities and opportunities to contribute fully and substantively to the political life and leadership of their societies
Access to and control over productive resources, and opportunities that enable long-term economic viability for women and girls
Agency and autonomy as part of improved gender relations, social norms, and behaviors toward women's empowerment

The Three Pillars

I. Grant-making:

FGE's grant-making process is guided by three principles: **competition**, **independence**, and **transparency**.

An independent Technical Committee is composed of regionally based gender experts to support each new round of grant-making and help produce a shortlist of proposals that has been competitively assessed, ranked, and recommended according to a multi-tiered review process. A final ratification of all recommended awards is conducted by FGE's Steering Committee¹¹ before award amounts are announced and disbursements to grantees are executed as grant-making resources become available.

¹¹ See page 18 for roles and responsibilities of the Technical and Steering Committees in FGE's grant-making process.

From start to finish, the nine month process gathers strategic input from CO, MCO, and RO colleagues, as well as HQ advisors whose valuable assessments of each proposal's strength, innovation, sustainability measures, risk mitigation, and absorption capacity help the Technical Committee to arrive at a list of Semi-Finalists.¹² Key inputs from Senior Management in the Field and at HQ help to ensure the final list of recommended proposals is both regionally and thematically balanced and aligned with the priorities of each unique grant-making cycle. Early inputs from CO/MCO/RO colleagues also provide an assessment of each programme's (potential or actual) contribution to CO/MCO/RO priorities, programming, normative efforts, and/or strategic notes.

FGE launches a new grant-making cycle every two years. Consistent single and multi-year contributions and other Non-Core resources are essential for the Fund to maintain its position as a large grants mechanism through which CSOs can gain access to competitive grant awards in the range of US\$ 200,000 to US\$ 1 million for periods of two to four years.

Each new cycle is initiated by a widely-circulated Call for Proposals (CFP), disseminated globally and/or according to priority regions or thematic areas. An FGE grant-making cycle can include more than one CFP in the event that the Call is staggered for strategic reasons or if additional resources become available over the course of a cycle.¹³

For a full overview of staff roles and responsibilities, contributions of UN Women colleagues, in the course of FGE's grant-making and M&E processes, please consult Annex B of the UN Women Programme and Operations Manual (POM).¹⁴

II. Monitoring and Technical Support:

At the core of FGE's second pillar is a commitment to providing CSOs with technical, networking, and strategic support services that strengthen their long-term capacities to advocate, implement existing gender equality commitments, and leverage new opportunities for women's political and economic empowerment beyond the lifecycle of the FGE grant. Each grantee is required to budget 10 to 12 per cent¹⁵ of its grant award for costs associated with monitoring and technical support. Such costs may include travel and other costs for participation in national, regional and/or international convenings and advocacy fora; organizational strengthening trainings with M&Rs, Focal Points, or other CO/MCO/RO colleagues; networking and communications meetings with other grantees and stakeholders; resource mobilization training; website development; and a mandatory training with FGE colleagues at the beginning of the grant term to develop final programme documents and results chains.

CSOs must be fully and meaningfully engaged for progress toward gender equality and women's empowerment to be achieved at all levels. Yet the fact remains that CSO capacities vary greatly from context to context, and funding alone cannot adequately catalyze CSOs into power spaces and positions of influence. To support CSOs in overcoming their own operational and effectiveness gaps, the Fund

¹² A full-fledged overview of FGE's grant-making process and timeline is included at the end of this ProDoc, including the roles and responsibilities of all consulted parties over the course of FGE's selection process.

¹³ For example, a targeted Call for Proposals was launched in the Arab States in 2011 seizing the opportunity to engage in real time with emerging political transitions and Civil Society transformations in the region. The rest of the world was covered during a second phase of the FGE's second grant-making cycle in 2012.

¹⁴ Please consult the *UN Women Programme and Operations Manual (POM)*, Annex B for an overview of Roles and Responsibilities in FGE Grant-making and Programme Implementation:
<https://unwomen.sharepoint.com/management/POM/POM%20Chapters/ProgrammeFormulationANNEXES.pdf>.

¹⁵ This 10 to 12 per cent also covers the costs of a programmatic evaluation conducted by an external consultant at some point during the grant lifecycle.

focuses its second pillar programming approach to catalyze the organizational aspects of grantees so that monetary awards are not squandered on low capacity programming and outreach efforts.

Pillar 2 Goals

<p>Strengthen CSOs' technical and managerial capacities through:</p> <ul style="list-style-type: none"> ○ Day-to-day support, mission visits and tailored training on RBM (including M&E and reporting tools) provided by M&R Specialists, UN Women Focal Points, and other experts; and ○ Peer-to-peer learning and communities of practice: face-to-face trainings and virtual platforms that enable grantees to learn from peer grantees and other programmes at CO/MCO/RO levels and build networks of mutual benefit;
<p>Establish and maintain strong working partnerships with governments and key duty bearers to leverage influence and generate high-impact results;</p>
<p>Improve and coordinate communication strategies to scale the visibility of their work, foster collective advocacy, and engage in public awareness with other UN Women initiatives;</p>
<p>Evaluate programming for effectiveness and desired impact;</p>
<p>Strengthen country and partner level ownership and potential for sustainability by supporting linkages between CSO programmes and UN Women's work at CO/MCO/RO levels;</p>
<p>Leverage coordinated advocacy efforts between FGE grantees and UN Women at local, national, and international levels.</p>

From the very first stages of the proposal submission process, M&Rs, Focal Points, and other designated CO/MCO/RO colleagues (see Support Costs, page 22) provide technical assistance to programme partners through consultation and advice – including on proposal design assistance, feedback on budget and M&E indicators, and guidance on FGE and UN Women forms, templates, procedural norms and policy (including on relevant UN System-wide policy).

Once grants have been awarded and funds disbursed, the Fund relies on valuable input and technical support from Focal Points and CO/MCO/RO colleagues to continue providing grantees with tailored feedback, strategic advising, and technical assistance to ensure that their results are both achievable and sustainable beyond the grant term.

For more in-depth information on roles and responsibilities, reporting timelines, and instruments used in the course of FGE's monitoring and technical support for grantee CSOs, please refer to FGE's ***Focal Point Guide***.¹⁶

¹⁶ FGE's ***Grantee Guide*** and ***Focal Point Guide*** were developed to ensure alignment with UN Women norms and procedures, and specific operational guidelines for the FGE as outlined in the ***UN Women Programme and Operations Manual (POM)***. The ***Focal Point Guide*** can be accessed online at: <https://unwomen.sharepoint.com/Policy-Programming/trustfunds/fge/Resources/FGE%20-%20Focal%20Point%20Guide%20-%202014%20Version.pdf>.

III. Results-Based Management (RBM):

Efficient use of RBM by grantees allows the Fund to effectively capture, analyze, and share quantitative and qualitative results that illustrate how CSOs are making change happen at different levels, in different contexts, using different strategies, and in relation to different structural causes of gender inequality.

Effective use of RBM by grantees and FGE staff also ensures that FGE is able to provide the best possible support to grantee CSOs by identifying strengths, gaps, needs, and opportunities.

FGE's RBM pillar is a two-way street: in one direction it involves FGE staff and UN Women Focal Points providing technical support to grantee CSOs to help them understand, navigate and effectively use FGE's RBM systems and logframes; in the other direction it involves grantee CSOs feeding back experiences, information, results, and good practices through independent evaluations, and through monitoring and reporting moments overseen by FGE staff and UN Women Focal Points and/or CO/MCO/RO colleagues. In this way, efficient use of RBM by FGE and its grantees also contributes to strong KM strategies and capacities.

FGE approaches RBM and evaluation together as the components of the programme management cycle which measure progress, detect and resolve gaps and problems, improve grantee performance, enhance FGE's own internal learning and inform its programmatic meta-analysis.

Since 2009 all 96 CSO grantees supported have been trained in RBM by FGE staff, and independent grantee evaluations have been conducted for 25 of 96 grantees (26 per cent).

B. Effectiveness through Synergies and Coordination

In close cooperation and consultation with M&Rs, CO/MCO/RO colleagues, global and regional Civil Society Advisory Groups (CSAGs), and various nationally and regionally based advisors, the Fund will also use its grant-making to add value to the work grantees by strengthening coordination with existing UN Women initiatives and UN system-wide policy frameworks at all levels. All grant applicants (beginning in the third grant-making round 2015-2016) will be advised to consult with their respective CO/MCO/RO strategic notes and highlight potential linkages to those priorities in their concept notes and programme proposals.

Programmatic alignment with UN Women initiatives at the CO/MCO/RO levels will not be a stipulated requirement for grantees of the Fund. Yet grantees will be both encouraged and assisted to develop strategic coordination and collaborative advocacy to the greatest extent possible. This will help create opportunities for CSOs to make their impact more sustainable and scalable beyond the lifecycle of the FGE grant.

While respecting the independence and integrity of awarded CSO programmes, FGE will support strengthened coordination using different aspects of its three-pillar approach, including technical assistance, monitoring and evaluation (M&E), and performance management support provided by Focal Points and designated CO/MCO/RO colleagues (See Support Costs, page 22). It also includes knowledge sharing and networking among grantees through platforms like the Knowledge Gateway and iKnow

Politics, and coordinated advocacy in key women’s rights fora like the annual UN Commission on the Status of Women (CSW).¹⁷

C. Communications

In an effort to make its contributions to the Post-2015 Agenda both more visual and more visible for different audiences, FGE will strengthen communications and outreach strategies to achieve greater name recognition for itself and UN Women more broadly, its grantees, and its growing family of donors. Breaking into new social platforms and Private Sector donor spaces to establish resonance with new audiences, the Fund will streamline and standardize its branded communications products and strive for a balance between products that educate but also inspire. Applying a messaging ethos that combines grantee narratives of change, high-impact programmatic results, and compelling audio/visual content from the field, the Fund will continue to pursue strong partnerships with Member States, bilateral and multilateral organizations, corporate and other Private Sector actors, individual donors, international development professionals, women’s movements, and other agents of change.

Communications Strategy 2014-2017

Strengthen and standardize core messages and overall impact narrative, including how it contributes to UN Women’s SP and the Post-2015 Agenda once SDGs are finalized and approved
Develop smarter, more social content that resonates with different audiences, based on stakeholder feedback
Regularly update and link back to the Fund’s webpage at unwomen.org; propose a redesign of the webpage for more social content and accessibility
Map new and existing audiences, products, and dissemination outlets for greater effectiveness, including grantee attributions in UN Women reporting and communications
Harmonize FGE’s Knowledge Management, Communications and Resource Mobilization strategies

D. Partnerships

To deliver on its programmatic strategy through 2017, FGE will continue to strengthen and deepen partnerships in the following areas:

I. Civil Society Organizations: Since its launch in 2009, 95 per cent of awarded implementing partners have been gender equality CSOs (115 out of 121 partners). While prioritizing CSOs as the primary recipients of FGE grants, FGE will also use its three-pillar approach to strengthen partnerships among and between grantee CSOs and:

- Government agencies, ministries, parliaments, and machineries for gender equality and women’s issues;
- Individual beneficiaries including women and men, girls and boys;
- New and existing UN Women and UN-wide System programmes;

¹⁷ Established in 1946 as part of the Economic and Social Council (ECOSOC), the UN Commission on the Status of Women (CSW) is the principal global intergovernmental body dedicated to the promotion of gender equality and the empowerment of women. Learn more at: www.unwomen.org/en/csw#sthash.UqCOs1nh.dpuf.

- Development and social protection institutions;
- Non-traditional stakeholders such as religious leaders and village elders;
- Human rights and women’s rights activists;
- Social justice and women’s movements;
- Academia and journalists; and
- Popular media outlets and public figures at the CO, MCO, and RO levels.

II. Beneficiaries: To ensure that the process of transforming gender relations includes those who stand to benefit most, FGE gives priority to CSOs that engage in strategic partnerships with the most excluded and marginalized communities of women. This includes (but is not limited to): domestic workers, home-based informal workers, women living in extreme poverty, ethnic and cultural minorities, rural and indigenous women, refugees and IDP women, afro-descendent women, women with disabilities, widows, single mothers, young women, women affected by HIV/AIDS, and LGBTI individuals.

The tangible value of engaging women and girls at the margins of political, economic and social life is this: new perspectives are brought into the mainstream to make laws and policies more inclusive and responsive, and duty bearers gain new opportunities to activate excluded groups for the overall benefit of society, the economy, and the nation. Supporting women and girls at the margins of society to enjoy their equal rights and equitable benefits from laws, policies, and economic growth is a goal in and of itself, but enabling those most willing to take big risks for big change comes with the added benefit of making societies and economies more cohesive, productive, sustainable, and just.

FGE will enshrine this vision of inclusive and equitable societies in its Post-2015 grant-making by giving priority to programmes that engage men and boys, religious leaders, local-level power brokers, employers and labor unions, and other non-traditional duty bearers and stakeholders at all levels to ensure that gender equality is on the agenda in all spaces where women and men, boys and girls negotiate gender norms and power relations – from the household to the market and at all levels of governance.

III. Private Sector: Recognizing the increasingly central role Private Sector partnerships play in UN Women and UN-wide processes, and in the lives of grantee partners and beneficiaries, FGE will continue to deepen and diversify its partnerships with Private Sector actors and initiatives in order to:

- Strengthen Private Sector “buy in” for gender equality and women’s empowerment work at all levels by facilitating partnerships and information exchanges between grantees and Private Sector actors as part of Pillar 2 technical support;
- Use communications outreach as an opportunity to engage, educate, and inspire Private Sector to care about gender equality and women’s empowerment;
- Expand opportunities for credible collaboration with new and existing Private Sector institutions and donors through research and other linking and learning initiatives;
- Scale and enhance visibility for FGE and its grantee partners through joint initiatives, campaigns, and other forms of outreach with Private Sector partners;
- Harness lessons learned from Private Sector partners that can be applied to FGE’s work.

FGE will work to achieve these goals through smarter and more integrated communications, knowledge management, and resource mobilization strategies that optimize entry points for establishing mission-oriented partnerships with multiple actors.

IV. Donors: FGE depends on regular replenishment of Non-Core funds for its grant-making and other operations. To achieve its goal of awarding US\$ 86 million in total grants by 2017, FGE will continue to cultivate partnerships with new and returning donors, including Member States, country missions, corporate and other Private Sector actors, bilateral and multilateral agencies, and high net worth individuals. FGE will strengthen its value for money case through strategic data tracking of grantee results and grant-making statistics, and will maximize donor interests and earmarks to create mutually beneficial products and relationships that expand FGE’s donor base.

V. UN Agencies: Since its launch in 2009, FGE has captured quantitative and qualitative results from grantee programmes around the world that use interventions and approaches which align with the interests of other UN-wide agencies, including sustainable development, poverty alleviation, environmental adaptation, and peace and security issues. In the Post-2015 Agenda, FGE will accelerate efforts to coordinate more strategically with relevant UN agencies to help mainstream gender across the UN system using concrete results of CSO grantees.

7. Implementation and Management Arrangements

A. FGE Team

FGE Secretariat: FGE operations are overseen by a Secretariat team based at UN Women HQ in New York and a team of four regional Monitoring and Reporting Specialists (M&Rs). In accordance with UN Women’s decentralized regional architecture, FGE’s M&Rs manage its four main regional portfolios of grants from UN Women’s Regional Offices in Dakar, Senegal; Panama City, Panama; Cairo, Egypt; and Bangkok, Thailand. Due to the current size of FGE’s Europe and Central Asia (ECA) portfolio, the ECA regional portfolio is managed by FGE’s Programme and Coordination Specialist based in the New York Secretariat¹⁸.

UN Women is responsible for staffing the Secretariat team to ensure it is equipped to cover all core programmatic requirements.

Secretariat Team Members	
Chief	P5
Deputy Chief* ¹⁹	P4
Programme and Reporting Specialist	P3
Programme and Grant-making Specialist	P3
Programme and Coordination Specialist	P3
Communications and Donor Relations Specialist*	P3
Programme and Information Systems Analyst*	P2
Finance Associate	G7
Administrative Associate	G6
Regional Office (RO) Team Members	
Africa Monitoring and Reporting Specialist – Dakar, Senegal	P3

¹⁸ A post created for the ECA M&R Specialist would be contingent upon available resources and portfolio size for the region.

¹⁹ Positions denoted with an * indicate staff vacancies, contingent upon available resources. They have not been included in the budget proposal in Section 9.

Americas and the Caribbean Monitoring and Reporting Specialist – Panama City, Panama	P3
Arab States Monitoring and Reporting Specialist – Cairo, Egypt	P3
Asia and the Pacific Monitoring and Reporting Specialist – Bangkok, Thailand	P3

FGE in the New UN Women Architecture

The success of FGE and its grantee programmes depends upon close, synchronized working relationships and information exchanges with assigned Focal Points and CO/MCO/RO colleagues. Esteemed colleagues provide key insights on local context during the initial grant selection process, support grantee monitoring activities, and assist FGE programme with technical advising and expertise during the lifecycle of the FGE grant.

A Focal Point is nominated in each CO, MCO, or RO to serve as the primary liaison for grantees being supported from that office. All designated colleagues in the field (including M&Rs, Focal Points and other CO/MCO/RO colleagues) work together to oversee implementation of grantee programmes, execute the Fund’s three-pillar approach, and help align the work of grantees to CO/MCO/RO priorities and strategic notes.

FGE Support Costs

As per UN Women’s Executive Board Decision 2013/2, eight per cent (8%) of each signed agreement for a grant award is reserved for general management support costs in the decentralized architecture. Half of the eight per cent support costs, or "cost recovery fee", is reinvested in the CO/MCO/RO where the respective grant has been awarded. These reallocated “support costs” total nearly four per cent (4%) of the grant award and are reallocated to CO/MCO/ROs for costs associated with technical support, RBM guidance, and implementation oversight of the grantee programme. Covered costs may include full or partial salary of a Focal Point or designated colleague, travel, evaluation expenses, or other relevant costs. A spending plan for Support Costs is negotiated between designated colleagues for each award/grantee. With grant awards ranging from US\$ 200,000 to US\$ 1 million, respective Support Costs can range from US\$ 8,000 to US\$ 40,000.

Support Costs are meant to ensure that Focal Points and other designated colleagues fully assume, execute, and are accountable to Senior Management for their respective roles and responsibilities as outlined in the **Focal Point Guide**:

<https://unwomen.sharepoint.com/Policy-Programming/trustfunds/fge/Resources/FGE%20-%20Focal%20Point%20Guide%20-%202014%20Version.pdf>. Colleagues are expected to include duties associated with grantee support in their Annual Work Plans (AWPs) and to report on delivery of these roles and responsibilities during Performance Management and Development reviews (PMDs).

B. Roles and Responsibilities

FGE’s intensive three-pillar approach requires a high degree of interaction and exchange between colleagues and grantees to ensure strong accountability and effective knowledge exchange, RBM, and M&E. Each and every colleague designated responsibility for grantee oversight, including those based in HQ and in the Field Offices, contributes substantively to the three-pillar approach. Specific roles and responsibilities are outlined below.

I. Grant-making: In addition to the specific tasks performed by FGE staff (as indicated by each job title listed above), the Fund’s grant-making integrates key input and strategic support from a range of colleagues and partners. These include:

Colleagues: Input and strategic guidance from CO/MCO/RO colleagues as well as Policy and Programme Divisions based in HQ are invited throughout all phases of the grant-making cycle. This includes inputs on applicant proposals, strategic advising, and due diligence support in evaluating Semi-Finalists. A final list of recommended proposals is agreed in coordination with CO/MCO/RO Senior Management and Policy and Programmes colleagues based in HQ.

Steering Committee: A Steering Committee provides high level strategic guidance and resource mobilization advising to the FGE Secretariat and ratifies the final list of grant awards. The Steering Committee includes a rotating group of governmental and non-governmental representatives from programme countries, donor countries, renowned Civil Society representatives, and multilateral organizations. It is co-Chaired by the UN Women Executive Director and a rotating member of the Steering Committee.

Technical Committee: An independent Technical Committee (TC) is organized to support each new round of FGE grant-making. The TC is comprised of independent gender experts based in the regions from which proposals are being submitted and includes both gender experts and thematic experts in the areas of women's political and economic empowerment. TC members appraise programme and evaluation designs and implementation frameworks, and make recommendations on which programmes should be granted. Where necessary, the TC will form temporary task teams to provide FGE with technical support on emerging trends or issues.

II. Monitoring and Technical Support: Once FGE grants have been awarded and disbursed, M&Rs and Focal Points provide grantees with tailored technical assistance to help strengthen their programme design and finalize their programme documents. Throughout the duration of programme implementation, Focal Points are the main point persons for programme partners in the field, overseeing the day-to-day monitoring and evaluation of programmes in close cooperation with M&Rs. Focal Points also ensure that FGE programmes are coordinating with other programmes, advocacy, KM, and Communications initiatives in the field. The M&Rs are based in regional offices and oversee the overall portfolio performance for each region.

The Secretariat provides all backstop support to M&Rs with guidance on reporting, evaluations, grantee finances, programme implementation, coordination of communications, knowledge management products, and others.

III. RBM: All grantees are expected to submit regular programmatic and financial progress reports to M&Rs, all meeting corporate compliance requirements of UN Women (e.g. Funding Authorization and Certification of Expenditures (FACE) forms for financial reporting). The primary aims of RBM reporting is for both grantees and the Fund itself to (a) track and evaluate the effectiveness of each programme's implementation (including financial delivery); (b) strengthen grantee capacities for self-assessment of progress; (c) improve documentation of implementation strategies and good practices; and (d) facilitate timely modifications and risk mitigation for each programme as needed. The Secretariat organizes and manages all RBM and evaluation materials once received from either M&Rs or directly from grantees on an agreed case-by-case basis.

Please refer to the ***UN Women Programme and Operations Manual (POM)*** Annex on FGE's Roles and Responsibilities for more detailed information.

8. Monitoring and Evaluation and Knowledge Management

A. Monitoring and Evaluation (M&E)

FGE's ability to track, capture, assess, analyze, and disseminate the experiences, achievements, and lessons learned from pioneering gender equality CSOs is one of its greatest contributions to UN Women. Monitoring and evaluation of grantees enables FGE to become a knowledge broker on the good practices CSO programmes use to implement gender equality and women's empowerment.

As outlined in Section 6, monitoring and evaluation are essential components of FGE's strategy that cut across all three pillars of FGE's approach and help strengthen the work of grantees. FGE's focus on supporting CSOs requires regular interactions between colleagues and grantees using available tools and logframes to structure the monitoring and evaluation process.

FGE uses the following tools and venues to effectively monitor and evaluate grantees, and to undertake monitoring and evaluation of its own programming and operational effectiveness:

- **Reporting:** Bi-annual narrative and quarterly financial reports are requested from grantees to ensure proper reporting moments are built into the FGE grant lifecycle to allow for grantee monitoring, assessment of RBM use, progress toward agreed upon goals and indicators, fiscal management, accountability, and areas of learning. For a more in-depth look at the different reporting timelines and templates required for all FGE grantees, please refer to the *FGE Grantee Guide* and/or *Focal Point Guide*.
- **Grants Management System (GMS):** FGE continues to refine its Grants Management System to facilitate the online submission, review, and approval of all RBM reporting materials. The GMS will be accessible to current and alumni grantees and colleagues as needed to improve the efficiency of all review and feedback procedures, including Quarterly Financial Reports, Bi-Annual Reports and Final Reports. As it becomes fully operational over 2015, the GMS will also enable FGE to aggregate and track data at a more comprehensive scale.
- **Field Visits:** Field visits are an essential part of FGE's M&E and risk assessment and mitigation processes. Field visits are planned in close cooperation with grantees. Since 2009 over 130 field visits have been conducted to monitor grantees.
- **Technical Support Convenings and Platforms:** FGE is committed to supporting the networking capacities of grantees, in part by facilitating face-to-face meetings and virtual platforms for grantees to engage with colleagues at all levels and with other FGE grantees around the world. These venues provide additional opportunities for FGE to monitor grantees and to create peer-to-peer linking and learning opportunities between grantees with shared interests and goals.
- **Evaluation Requirements for Grantees:** All FGE grantees are required to budget 10-12 per cent of awarded funds for costs associated with technical support, which includes periodic monitoring and evaluation by external consultants (See Pillar 2, page 16). Select programmes undergo external independent evaluations based on the operational guidelines of UN Women Independent Evaluation Office (UN IEO) and United Nations Evaluation Group (UNEG), both of which use human rights and gender lenses to evaluate the overall effectiveness, efficiency, and sustainability of programmes. Evaluations are coordinated by the grantee, while FGE M&Rs and Focal Points provide additional oversight. Since 2009, 25 grantee evaluations have been completed, including 12 Final, 11 Mid-Term, and 2 Rapid Self-Assessments.

To ensure that grantee evaluations meet consistent standards of quality and content, FGE will implement a quality assurance system for grantee evaluations and undertake its first meta-evaluation of FGE programming by 2017.

- **Grantee Audit Requirements:** Grantee organizations are required to submit financial audits, as specified and budgeted for in the application process and in the signed agreements (Project Cooperation Agreement (PCA) by Non-Governmental Organizations or Standard Letter of Agreement (SLoA) for Government Entities. In alignment with UN Women’s audit harmonization policy, FGE grantee organizations will be included in the centralized, risk-based audit exercises undertaken annually by UN Women. Each grantee organization will have certain funds of their grant award reserved for audits and will be included in the UN Women audit exercise for projects.
- **FGE Monitoring and Evaluation:** With regard to its own corporate compliance monitoring and evaluation activities, FGE will undergo at least one external decentralized evaluation by 2017, to be conducted by independent consultants and performed in accordance with UN Women Evaluation Policy. In addition, a meta-evaluation of all grantee final evaluations produced since 2009 will be undertaken by external consultants in order to assess the quality of reports and draw some lessons learned on areas important to Knowledge Management.

B. Knowledge Management (KM)

Since 2009, the Fund has accumulated a wealth of knowledge drawn from grantees’ innovative approaches, results, and lessons learned. Yet this knowledge has not always been captured, analyzed, and shared in a systematic manner that would elevate that knowledge to new levels and translate it into useful, compelling information for a variety of audiences.

Acknowledging how well positioned the Fund and its grantees are to become respective knowledge brokers and expert practitioners in women’s economic and political empowerment programming strategies and results— including what works and what does not – FGE will focus on strengthening the synergies between its knowledge management, communications, and resource mobilization strategies in the Post-2015 Agenda.

FGE will **strengthen its position as a global knowledge broker in the thematic areas of gender equality and women’s political and economic empowerment** by accelerating its commitment to strong and compelling KM products that:

- Demonstrate how change happens at different levels;
- Document strategies and best practices for implementing gender equality and women’s empowerment programmes that effectively address the structural causes of gender equality;
- Build and aggregate evidence over time of linkages between UN Women policy and programmes work at all levels.

To begin anchoring its role as a global knowledge broker in these areas and to further catalyze grantee CSOs to serve as knowledge brokers and expert practitioners in their respective contexts, the Fund will develop and implement a KM strategy that aligns with UN Women’s global KM strategy and optimizes the established knowledge cycle drawn from periodic grantee reporting. Using a knowledge cycle that includes four phases: (1) knowledge generation, (2) knowledge capture and analysis, (3) knowledge sharing, and (4) knowledge uptake and application; the Fund’s new KM strategy will also be guided by the following priorities:

Knowledge Management 2014-2017: Key Strategies

FGE Tools and systems: FGE will strengthen existing and develop new internal tools and systems to improve knowledge generation, capturing and analysis
Effectiveness through Synergies: FGE will reinforce synergies with UN Women KM strategy and initiatives like Knowledge Gateway, iKnow Politics, the Training Center in Dominican Republic, and UN Women thematic experts and advisors to maximize the dissemination, sharing and application of the knowledge generated by FGE grantees
Corporate / Thematic Evaluations: FGE will take advantage of corporate thematic evaluations (like the WEE evaluation recently concluded) to strengthen its position and synergies vis-à-vis Policy and Programmes, but also its KM linkages and contributions that strengthen UN Women's comparative advantages
Effective Networking and Cross-Learning: FGE will prioritize grantees' connection and exchanges among each other and with other relevant actors including other civil society partners, UN colleagues, local and international donors, Private Sector, and other key stakeholders to encourage experience and knowledge sharing and learning while enhancing the visibility of FGE grantees and engagement of new partners
Focus on ICTs: FGE will develop ICT-based tools and foster an increased use of the ICTs as a key strategy to enhance internal and external communications, disseminate knowledge, and facilitate interactions and learning
Research: FGE will promote partnerships with UN and corporate initiatives to conduct credible and visible institutional research initiatives that will help promoting FGE grantee programmes and contribute to the generation of knowledge and the global body of evidence
Communications: FGE will strengthen the communication aspects of its knowledge outputs to ensure the production of high impact products, combining sound analytical and substantive contents with accessible language, human interest stories, and a visually engaging approach making use of a consolidated FGE branding and using both written and audio visual channels of communication.

To accelerate its role and capacity as a global knowledge broker in the Post-2015 Agenda, the Fund will produce the following knowledge products and platforms in 2014-2017:

- Grants Management System established for enhanced programme reporting and knowledge management processes; acts as a database for all applicant and grantee reporting data and statistics
- Annual Donor Progress Report, including trends analysis of relevant grantee programmes
- Meta-evaluation of all grantee evaluations since 2009, conducted by an external consultant
- Evaluation summaries for all grantee evaluations produced since 2009, to be published
- External, independent evaluation of FGE conducted
- Profiles of all active grantee programmes to be developed and updated regularly
- Impact profiles to include grantee narratives of change and impact stories from individual beneficiaries – to be produced and published regularly
- Thematic and regional factsheets produced and disseminated to showcase UN Women data and statistics and FGE programmes
- Online intranet platform for FGE grantees to exchange and interact to be launched and managed

- Thematic webinars on innovative and/or emerging approaches organized among grantees for peer-to-peer learning and knowledge sharing
- Signature research products co-developed with credible institutional sponsors that include trends analysis and raise the Fund's visibility in knowledge sectors
- Audio/visual products, including videos and animations featuring key FGE grantees and information

FGE Internal Audit: FGE underwent its first internal audit in 2013, conducted by the United Nations Development Programme Office of Audit and Investigations (OAI), concluding in a satisfactory ranking, the highest of three possible rankings. As a result of the positive audit findings, the FGE Secretariat has been given Delegation of Authority in key operational areas including programming, procurement, finance and budget management matters as outlined in UN-Women's Delegation of Authority Framework, which is expected to increase the efficiency of FGE operational management. Additionally, FGE participates periodically in the corporate audits undertaken by the UN Board of Auditors (UNBoA), providing information as requested. As noted in the OEEF on page 13, the Fund expects to implement 100 per cent of all audit recommendations during this strategic period 2014-2017.