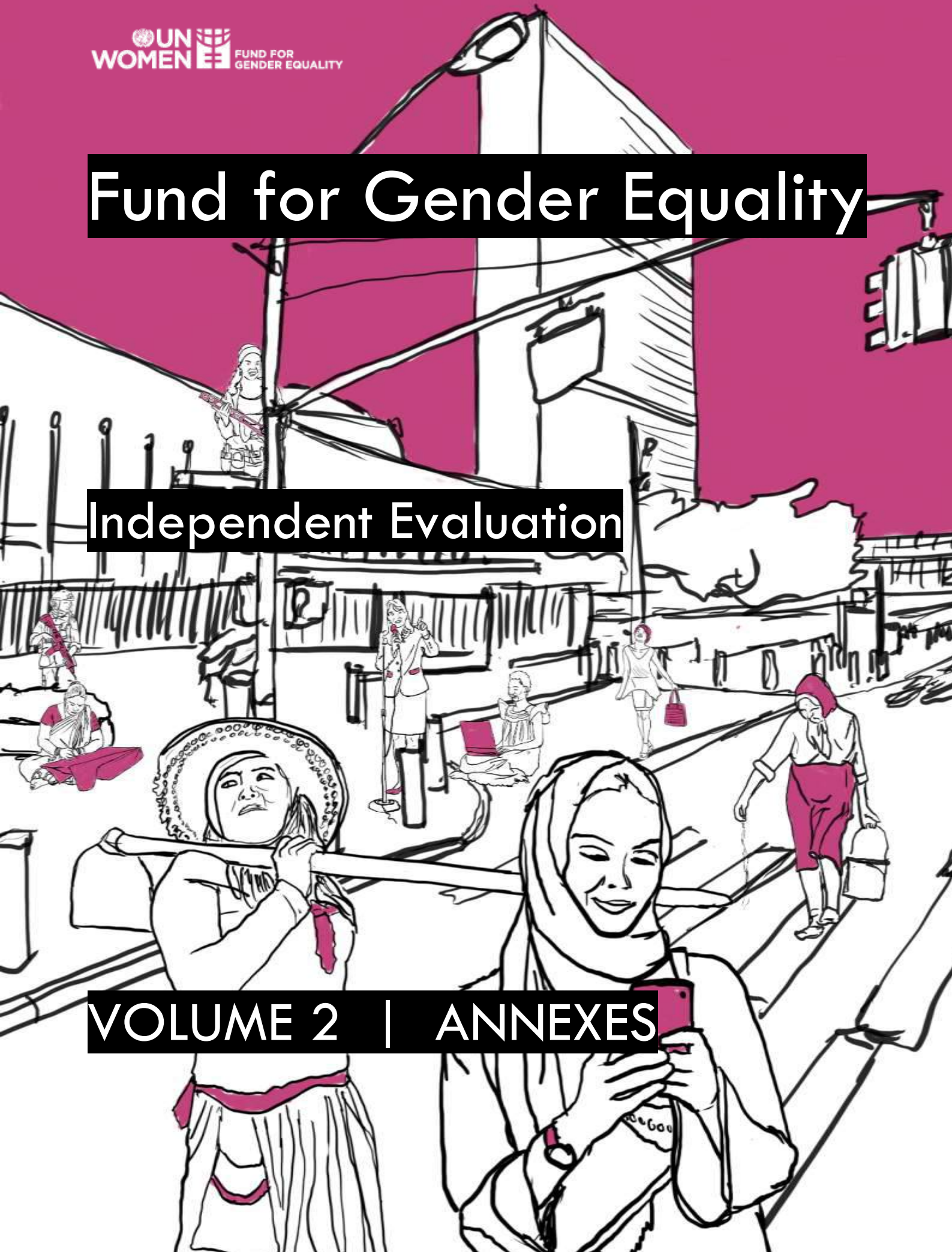


Fund for Gender Equality

Independent Evaluation

VOLUME 2 | ANNEXES



UN-WOMEN

Independent Global Programme Evaluation of the Fund for Gender Equality, 2009-2017

Volume 2

ANALYSIS AND DATA

15 January 2018

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Terms of Reference



Terms of Reference Fund for Gender Equality Global Evaluation

1. BACKGROUND

UN Women, grounded in the vision of the equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls, the empowerment of women, and the achievement of the quality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the center of all its efforts, the UN Women leads and coordinates the United Nations system-wide efforts to ensure that commitments on gender equality and gender mainstreaming translate into action. It provides strong and coherent leadership and technical advice in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors.

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) is dedicated to the achievement of gender equality and the empowerment of women. The mandate and functions of UN Women call for the promotion of organizational and UN system accountability on gender equality through evaluation, strengthening evaluation capacities and learning from evaluation, and developing systems to measure the results and impact of UN Women with its enhanced role at the country, regional and global levels.

UN Women's multi-donor Fund for Gender Equality (FGE) was launched in 2009 to fast-track commitments to gender equality focused on women's economic and political empowerment at local, national and regional levels. The fund provides multi-year grants ranging from US\$200,000 to US\$1.1 billion directly to women's organizations in developing countries; it is dedicated to advancing the economic and political empowerment of women around the world, specifically those in marginalized and vulnerable positions. The fund is sustained through generous support from Governments (such as Spain, Germany, Switzerland, and Japan) as well as private sector partners (such as Angélica Fuentes Foundation, Chanel Foundation and Fondation Occitane).

The fund provides grants on a competitive basis directly to civil society organizations to transform legal commitments into tangible actions that have a positive impact on the lives of women and girls around the world. Its mandate seeks to further the Beijing Platform for Action, the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Sustainable Development Goals (SDGs) and previously the Millennium Development Goals (MDGs), Security Council Resolutions 1325 and 1820, and other international normative frameworks.

Across these grants, the fund advances two major inter-related programme priority areas:

- Programmes focused on women's political empowerment (WPE) aim to increase women's political participation and good governance to ensure that decision-making processes are

¹ In previous cycles, FGE allowed governments to be eligible for grants.
² With an initial investment of US\$55M from the Spanish Government, FGE partners have grown to 23 since 2009, including government (95%), private sector (4%) and UN Women National Committees (1%) donors, for a total contribution of over USD 4 billion. For the full list of donors, please visit: www.unwomen.org/fge

participatory, gender-responsive, equitable and inclusive, increasing women's leadership and influence over decision-making in all spheres of life, and transforming gender equality policies into concrete systems for implementation to advance gender justice.

- Grants awarded for women's economic empowerment (WEE) seek to substantially increase women's access to and control over economic decision-making, and, labor, livelihoods and other means of production and social protections, especially for women in situations of marginalization.

Since its launch in 2009, the fund has delivered USD 6.4 billion in grants to 120 grantee programmes in 80 countries, reaching to more than 20 million direct beneficiaries. Most recently, in 2015, the fund for Gender Equality awarded USD 7.3 billion in grants to 24 top-quality programmes to be implemented in 2016-2018 in six regions: East and Southern Africa, West and Central Africa, Americas and the Caribbean, Arab States, Asia and the Pacific, and Europe and Central Asia. The 24 new programmes will reach more than 325,000 direct beneficiaries, of which 45 per cent come from low-income countries and approximately 53 per cent are based in fragile states.

2. JUSTIFICATION, PURPOSE AND OBJECTIVES OF THE EVALUATION

The fund was established as a bold investment in women's rights, testing a more focused and better-resourced modality for catalyzing and sustaining gender equality efforts. Its 2014-2017 Programme Document (ProDoc) sets forth its mandate to track, assess, and widely share the lessons learned from its pioneering grant programme and to contribute to global know-how in the field of gender equality.

As such, undertaking strategic evaluations of programmes are a core commitment within the fund's strategy. With regards to its grants, the fund follows a decentralized evaluation approach, by which grantee organizations are responsible to manage (or co-manage) independent evaluations of their programmes, following the guidance and oversight (and in some cases co-management) by the fund's Regional Monitoring and Reporting Specialists and UN Women field offices. Grantee organizations are expected to follow the evaluation standards of UN Women/UNEG. In 2015, the fund undertook a Meta-Evaluation and Meta-Analysis of 24 grantee evaluation reports, from which 22 were found satisfactory or above.³ For more information on this please see [Link to GATE](#).

In addition to grant's programme evaluations, the fund is also mandated to undergo at least one external decentralized evaluation by 2017, to be conducted by independent evaluators, in line with UN Women's evaluation policy. This would be the first evaluation since its inception.

Evaluation objectives: The evaluation will assess the fund's achievements, working methods, management and overall performance as per its two ProDocs (2009-2013) and (2014-2017).

More specifically, the objectives of the evaluation are:

³ This Meta-Analysis was a systematic review of findings, conclusions, lessons and recommendations from FGE evaluations produced between 2011-2015 that were rated as satisfactory or above, according to the UN Women Global Evaluation Report Assessment and Analysis System (GERAAS) standards for evaluation reports.
⁴ Note that the period before the establishment of UN Women will be assessed to cover the cycle of implementation and catalytic programmes (2009-2012).

- i. Assess the **relevance** of the Fund and grantees' **approach and contributions** to promoting gender equality and women's rights and empowerment since its creation in 2009 in alignment with UN Women's Strategic Plan, and under the human rights and gender responsiveness modality.
- ii. Assess the **added value** of the Fund's contribution to UN Women's **mandate and desired results** with regards to: (1) enhancing WPE and WEE, (2) strengthening civil society organizations through a demand-driven approach, and (3) serving as a complementary modality to UN Women's regular programming.
- iii. Assess the Fund's organizational **efficiency** to achieve results, build capacities, generate knowledge and build networks, including the extent to which the size of grants has had a particular effect.
- iv. Assess how the Fund's work has **informed and influenced** UN Women's decision-making, planning and programming in the areas of women's economic and political empowerment, civil society strengthening/engagement, and other cross-cutting issues (i.e. gender and climate change, women and ICTs, youth, and engaging men and boys).
- v. Document **good practices and lessons learned** to inform and strengthen future UN Women's policy and programming for WPE and WEE and from an institutional perspective on leveraging UN Women trust funds most effectively.
- vi. Provide **actionable recommendations** with respect to the Fund's strategy, approaches and UN Women's overall approach to the Fund.

☐

The targeted audience for the evaluation includes: UN Women, grantees, donors, civil society actors (specifically women-led organizations), development actors, and gender equality advocates. The findings will be used for strategic policy and programmatic decisions, organizational learning and accountability both internally to UN Women and externally to Fund's donors to improve the effectiveness and efficiency of its grant-making mechanism(s) in the context of the implementation of Agenda 2030, and to inform the other hand, it will allow UN Women's Senior Management to make informed decisions about the Fund's future beyond the current ProDoc's expiration in 2017.

All relevant documentation will be made available to the evaluation team. This will include: the two ProDocs, the Meta-Evaluation and Meta-Analysis, the mid-term and final evaluations from 2015 onwards, the annual reports, the main communication and KM products of the FGE, relevant corporate and decentralized evaluations conducted by UN Women in the two thematic areas and other documentation that might be identified after initial discussion with the evaluation team.

As such, the FGE is seeking a team of consultants or a company (herein referred to as the **evaluation team**) for easy reference) to conduct an evaluation of UN Women's Fund for Gender Quality.

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3. SCOPE OF THE EVALUATION

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This evaluation should combine a **summative** and a **formative** assessment of the Fund providing an evaluation of achievements as well as a forward-looking assessment and actionable recommendations for improvement and sustainability.

Timeframe: 2009-2016 (the life-time of the Fund)

Scope:

- Women's Economic and Political Empowerment
- Strengthening Civil Society Working for Gender Equality

- FGE's grant-making model (3-pillar approach)

☐

Evaluation criteria: The evaluation will address the criteria for relevance, effectiveness, organizational efficiency, gender equality and human rights dimensions, and the potential for sustainability and impact. Key evaluation questions are organized around each evaluation criterion and categorized under the main units of analysis, i.e. "Grantee Programmes" or "The Fund". It is expected that the evaluation team will refine the overall analytical framework for the evaluation during the inception phase.

RELEVANCE

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The Fund:

- To what extent has the Fund contributed to the realization of UN Women's strategic priorities at the global and regional levels?
- What has been the added value of the Fund to its target groups, key stakeholders and the policy work of UN Women?
- What has been the Fund's ability to reach in terms of "leaving no one behind" as per proposed in the Agenda 2030. Is it reaching out to the most marginalized groups of women in a way that regular UN Women programming can't?

Grantee Programmes:

- Were grantee programmes aligned with UN Women's strategic priorities and the needs and priorities of targeted beneficiaries?
- To what extent do grantee programmes complement and add value to that of UN Women?

EFFECTIVENESS

☐

The Fund:

- To what extent did the Fund contribute to UN Women's achievement of results in terms of programming on WEE and WPE?
- To what extent has the FGE enhanced knowledge and awareness on WEE and WPE?

Grantee Programmes:

- Have programme results reached and fairly met the goal of advancing the economic and political empowerment of women around the world, specifically for those in marginalized and vulnerable positions?
- What are the enabling and limiting factors that contribute to the achievement of results and what actions need to be taken to overcome any barriers that limit the progress?

☐

ORGANIZATIONAL EFFICIENCY

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The Fund:

- To what extent have programme management arrangements facilitated (or hindered) effective implementation and efficient achievement and delivery of results?

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The 3-pillar approach includes (1) direct financing of SO-led high-impact, innovative programmes through transparent and competitive selection process, (2) a package of technical, capacity building and networking support services to grantee organizations, and (3) results-based management, reporting and knowledge management to enable capturing of results and knowledge on women's economic and political empowerment across the globe.

- Have the Fund's resources (financial, human, technical support) been utilized in a strategic and efficient manner to deliver results?
- To what extent did FGE have effective monitoring arrangements in place to measure performance and progress towards results?

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Grantee Programmes:

- Have grantee programme resources (financial, human, technical support) been utilized in a strategic and efficient manner to deliver results?
- Have grantee programme resources been sufficient to deliver results (time and size of grants)?

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POTENTIAL FOR SUSTAINABILITY

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The Fund:

- What are the enabling and limiting factors that have contributed to the sustainability of the Fund? What actions and mechanisms should UN Women consider to overcome shortcomings and ensure sustainability?
- What are the existing synergies of the Fund with other relevant initiatives and projects within UN Women, partners, and other organizations?

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Grantee Programmes:

- To what extent have grantee programmes generated/built local and/or national ownership and support for advancing the economic and political rights of women?
- To what extent did grantees collaborate/partner and coordinate with other organizations or initiatives to create synergies after the end of external support?

POTENTIAL FOR IMPACT

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The Fund:

- How has the FGE contributed to UN Women professionalization expertise on grant-making and Knowledge Management in WEE and WPE?

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Grantee Programmes:

- To what extent did programmes have an impact on WEE/WPE at national level in the short, medium and long run as a result of FGE-supported interventions?

4. METHODOLOGY

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the headquarters, regional, and country levels. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy⁶³ and in the United Nations norms and standards for evaluation in the UN system.⁶⁴

⁶³ UN Women, Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)
⁶⁴ UN Women and UNEG, Ethical Guidelines for Evaluation.

☐

The evaluation methodology will employ mixed qualitative and quantitative methods and will ensure that the views of beneficiaries are represented in the evaluation. The evaluation will include content review, for example of grantee information and UN Women strategic documents, to identify alignment. An in-depth portfolio review will be undertaken that quantifies key indicators of the grantees, such as context, size of grant, management support, and identifies trends when looking at results reported. Key stakeholders, i.e. grantees, beneficiaries, donors, the UN Women's Offices and Units, etc., will be engaged via survey and/or interviews or group interviews, which may take place via skype. A case study approach will also be employed in order to illustrate the results of grantees in each of the thematic areas. The case studies will consider innovative ways of engaging key stakeholders of the Fund's work in the documentation of programme results, through at least one case study in each thematic area using participatory video, stories of significant change, collaborative outcome reporting, and other participatory methods that facilitate the voice of stakeholders are included. The evaluation will build on evaluations conducted by UN Women in the two thematic areas as well as grantee evaluations conducted in 2015 and 2016 that were not part of the Meta-Analysis. The selected approach will be aligned with the final questions matrix to be completed by the evaluation team in consultation with FGE. Following an initial desk review and brief discussions with the Core Reference Group (CRG), the proposed methodology will be developed by the evaluation team and presented to FGE for approval.

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4.1 EXPECTED DELIVERABLES AND TIMELINE

The Fund's evaluation will be carried out from **end of February 2017 for approx. 3 months** (tentative). All deliverables will be in English and submitted to the Evaluation Manager. FGE Chief will provide final clearance of all deliverables. Table below provides an indicative timeframe, including due dates for deliverables and to whom.

- An **Inception Report** which includes an evaluation design that builds on the objectives, scope, and evaluation questions, including an evaluation matrix. It will describe the evaluation methodology/methodological approach, data collection tools and data analysis methods. The Inception Report will also identify the information sources, including key stakeholder analysis. It will include a detailed work plan indicating timing of activities, responsibilities, and use of resources.
- Presentation of preliminary findings**
- First Draft Evaluation Report**, which contains an analysis and presentation highlighting key findings and conclusions, lessons, good practices and recommendations.
- Final Evaluation Report**
- Powerpoint Presentation** summarizing key findings, lessons learned and good practices.

Task/Activities	Deliverables	Notes	Due Date
1. Inception Phase			
Briefing with Evaluation Team to discuss and jointly review the Terms of Reference (ToR).	☐	☐ Virtual meeting	1st week after the signature of the contract

<http://gate.unwomen.org/resources/docs/SiteDocuments/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf>
<http://www.unevaluation.org/document/detail/102>

Evaluation Team submits draft Inception Report, including evaluation question matrix, proposed methodology, and workplan (with agreed upon deliverables and timeframe). (Including a minimum of two rounds of revision).	Inception Report (draft)	Management Notes: <input type="checkbox"/> This report will be used as an initial point of agreement and understanding between the evaluation team and the FGE Evaluation Manager. Reference Groups.	6th week
Evaluation Team submits Final Inception Report with finalized methodology, questions, and workplan.	Inception Report (final)	Payment: <input type="checkbox"/> 20% of total amount on approval of deliverable.	8th week
2. Research & Data Collection Phase			
In-depth document review as well as interviews with global, regional and national UN Women staff, donors, and grantee organizations (in alignment with final methodology adopted).			8th week – 17th week
Travel for the preparation of at least 2 case studies (one per theme).		<input type="checkbox"/> Travel arrangements will be the responsibility of the Evaluation Manager. FGE Evaluation Manager will facilitate communications with FGE stakeholders consulted.	TBD
3. Final Report			
Presentation by consultant on preliminary findings, main recommendations, challenges, opportunities, and lessons learned.	Powerpoint presentation		22nd week
Evaluation Team submits first draft Evaluation Report (three rounds of revision).	First draft Evaluation Report	Management Notes: <input type="checkbox"/> The final evaluation report will go through process of review and approval by the Core Reference Group. Final approval of findings will be one by FGE Chief. <input type="checkbox"/> Payment: 40% of total amount on approval of deliverable.	25th week
Submission of Final Evaluation Report	Final Evaluation Report	Management Notes: The final report will include concise Executive Summary	32th week

		and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be defined in the inception report. <input type="checkbox"/> Payment: 40% of total amount on approval of deliverable.	
Webinar to present the Final Report to UN Women's Senior Management by the Evaluation Team.			32th week

5. Management of the consultancy

This will be a consultancy done remotely (based on deliverables). **Travel will be expected** as part of the preparation of the two case studies. The consultancy will work mainly through desk review of all reports and related documents, interviews, and other relevant methodologies.

Management of the Evaluation: The team leader of the consultancy reports directly to the Fund for Gender Equality Chief. An Evaluation Manager will be appointed by the Chief. The Evaluation Manager is responsible for managing the day-to-day aspects of the evaluation process. This includes leading the development of the TOR, managing the selection and recruitment of the evaluation team; managing the contractual arrangements⁸⁸, budget and personnel involved in the evaluation; providing support and coordination to the reference groups; providing the evaluators with administrative support and required data; connecting the evaluation team with the programme unit, senior management and other relevant stakeholders; reviewing the interim reports and final reports to ensure quality.

a) **Core Reference Group (CRG):** The Core Reference Group will be created to provide quality assurance and approve all evaluation products (TOR, inception report, draft and final reports).

The role of the CRG will include:

- Identifying information needs, defining objectives and delimiting the scope of the evaluation (approving the Inception Report).
- Facilitating the participation of those involved in the evaluation.
- Facilitating the consultant's access to all information and documentation relevant to the intervention.
- Monitoring the quality of the process and deliverables that will stem from the exercise (Inception Report, Preliminary findings and Final Report), and providing quality feedback.
- Supporting development and implementation of Management Response (MR) and Dissemination Strategy (DS) as needed.
- Ensuring the successful implementation of the MR and DR, including disseminating the results of the evaluation, especially among the organizations and entities within their interest group.

⁸⁸ With the support of FGE Secretariat who will manage payments and contractual/admin issues.

Invited ERG members will include:

- Chief of the Fund for Gender Equality
- Evaluation Manager
- FGE Monitoring and Reporting Specialists
- Focal Point from UN Women Independent Evaluation Office
- Focal Point(s) from Programme Division (ex. PPGU Unit, CSO Section)
- Focal Point(s) from Policy Division (WEE and/or WPP Units)

b) Broad Reference Group (BRG): A Broad Reference Group will be created at the start of the evaluation to ensure an efficient, participatory and accountable process and facilitate the participation of stakeholders ensuring quality by providing inputs on evaluation products, including this TOR. The BRG will be formed throughout the evaluation process and will be asked to participate at strategic points during the evaluation, including briefings by the evaluation team on findings and recommendations. It will also support the dissemination of the findings and recommendations.

Invited BRG members will include:

UN Women HQ	<ul style="list-style-type: none"> • Programme Division Director and Deputy Director (UNW) • Policy Division Director (UNW)
	<ul style="list-style-type: none"> • Head of Civil Society Unit (UNW) • Head of Independent Evaluation Office (UNW)
UN Women Field (RO/CO)	<ul style="list-style-type: none"> • 6 Regional Directors (UNW ROs) • 10 FGE Focal Points from the Regions (UNW/CO/MCO/RO)
Donors/Governments	<ul style="list-style-type: none"> • Eco/Pol Empowerment Regional Advisors (UNW ROs) • Government of Germany (Donor) • Government of Switzerland (Donor)
Donors/Private Sector	<ul style="list-style-type: none"> • Angelica Fuentes Foundation • Chanel Foundation
Civil Society	<ul style="list-style-type: none"> • AWID Representative • Global Fund for Women Representative
Beneficiaries	<ul style="list-style-type: none"> • 10 Representatives of Beneficiaries from Regions

6. Ethical Code of Conduct

The evaluation of the programme is to be carried out according to ethical principles and standards established by the UNEG.

- Anonymity and confidentiality. The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- Responsibility. The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Programme in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagree with them as noted.
- Integrity. The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
- Independence. The consultant should ensure his or her independence from the intervention under review, and that he or she must not be associated with its management or any element thereof.

- Incidents, if problems arise at any other stage of the evaluation, they must be reported immediately to the manager of the evaluation. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated in these terms of reference.
- Validation of information. The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- Intellectual property. In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review.
- Delivery of reports. If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

More information under these links:

For UN Women's Evaluation Policy, please refer to: <http://www.unwomen.org/publications/evaluation-policy/>

For UNEG Ethical Guidelines for Evaluation in the UN System, please refer to: <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>

For UNEG Code of Conduct for Evaluators, please refer to: <http://www.unevaluation.org/uneqcodeofconduct>

7. Skills and Competencies and requirements for the team leader

Education:

- A Masters or higher level degree in International Development or in a similar field related to political and economic development, monitoring and evaluation, etc.

Work Experience:

- A minimum of 10 years of relevant experience undertaking evaluations is required including proven practical professional experience in designing and conducting major evaluations.
- Substantive experience in evaluating similar development projects related to local development and political and economic empowerment of women.
- Substantive experience in evaluating projects and programmes with a strong gender focus is preferred.
- Experience working with CSOs and aid effectiveness agenda is an asset.
- Excellent and proven knowledge of evaluation methodologies and approaches.
- Proven experience in producing coherent, clear analytic reports and knowledge pieces is a requirement.

Language Requirements:

- Excellent English writing and communication and analytical skills are required.
- Working knowledge of Spanish, French and Arabic is necessary as several reports to be reviewed will be in those languages.

Other team members requirements:

Team members should have expertise in gender and, on the thematic areas of WEE/WPE. Therefore, 1 to 2 team members are recommended in addition to the team leader.

8. Proposal

The Evaluation Team is required to submit a proposal of a maximum of 5 pages, which must include the following items:

- Summary of experience and background.
- Brief summary of the proposed methodology for the ME/MA including the involvement of the Reference Group and other stakeholders during each step.
- Work plan including timelines and deliverables and applicable team structure, roles and responsibilities.
- Budget.
- List of the most relevant previous consulting projects completed, including a description of the projects and contact details for references.

The following items should be included as attachments (not included in the page limit):

- CV for consultant, and other team members if applicable.
- At least three sample reports from previous consulting projects (all samples will be kept confidential) or links to website where reports can be retrieved (highly recommended).

List of persons interviewed

Name	Organisation	Gender
1. Elisa Fernandez	Fund for Gender Equality	Female
2. Caroline Horekens	Fund for Gender Equality	Female
3. Nancy Khweiss	Fund for Gender Equality	Female
4. Sara de la Peña	Fund for Gender Equality	Female
5. Yannick Glemarec	UN Women	Male
6. Maria Noel Vaeza	UN Women	Female
7. Joelle Tanguy	UN Women	Female
8. Lopa Banerjee	UN Women	Female
9. Dan Seymour	UN Women	Male
10. Marie-Elena John	UN Women	Female
11. Julien Pellaux	UN Women	Male
12. Alia El-Yassir	UN Women	Female
13. Alison Row	UN Women	Female
14. Donna Grimwade	UN Women	Female
15. Alba Agolli	UN Women	Female
16. Irune Aguirrezabal	UN Women	Female
17. Nuntana Tangwinit	UN Women	Female
18. Natasha Loayza	UN Women	Female
19. Suhela Khan	UN Women	Female
20. Nicolas Randin	Switzerland	Male
21. Andreas Pfeil	Germany	Male
22. Adeline Azrack	Chanel Foundation	Female
23. Subhalakshmi Nandi	Secretariat of the UN Secretary-General's High-Level Panel on Women's Economic Empowerment	Female
24. Nerea Craviotto*	Association for Women's Rights in Development (AWID)	Female
25. Emilienne De Leon	Prospera-International Network of Women's Funds	Female
26. Nandini Chami	IT for Change	Female
27. Jahnvi Andharia	Anandi	Female
28. Kruti Patel	Kutch Mahila Vikas Sangathan	Female
29. Beena Pallical	Asia Dalit Rights Forum	Female
30. Paul Diwakar,	Asia Dalit Rights Forum	Male
31. Praneeta Kapur	Gender at Work	Female
32. Sudarshan Kundu	Gender at Work	Female
33. Suneeta Dhar	Jagori	Female

34. Madhu Khetan	Pradhan	Female
35. Ashif Shaikh	Jan Sahas	Male
36. Sarada Muraleedharan	National Institute of Fashion Technology (ex government official)	Female
37. David Quezada Siles	Red Habitat	Male
38. Anelise Meléndez Lundgren	Red Habitat	Female
39. Pastora Zuñagua	Red Habitat	Female
40. Mayra Portillo	Red Habitat	Female
41. Carlos Hurtado	Red Habitat	Male
42. María del Carmen Cáceres	ASOMUC	Female
43. Sonia Quispe Ventura	ASOMUC	Female
44. Lidia Romero	ASOMUC	Female
45. María Antonieta Cruz	ASOMUC	Female
46. Patricia Brañez	CLADEM – Bolivia	Female
47. Grecia Mitru	ILO	Female
48. Alesandri Quiñones	School of Municipal Managers– GAMLP	Male
49. Daniela Padrón	Departmental Construction Chamber – CADECO	Female
50. Franklin Antezana	TECNOPOR	Male
51. Víctor Hugo Vacaflores	Ministry of Labour, Employment and Social Security	Male
52. Carlos Lima	Innovation and Competitvity Office– GAMEA	Male
53. Heidy Mendoza Barrau	Equality Policies Coordination – GAMLP	Female
54. Maritza Jiménez	Women’s City Council	Female
55. Angélica Siles	Women’s City Council	Female
56. Eulogia Tapia	Women’s City Council	Female
57. Ana María Vargas	Women’s City Council	Female
58. Tania Navas	Women’s City Council	Female
59. Mónica Baya	Human Rights Committee	Female
60. Rodrigo Soliz	City of La Paz – GAMLP	Male
61. Bruno Rojas	Research Centre for Labour and Agricultural Development – CEDLA	Male
62. 12 Women Construction Workers	ASOMUC	Female
63. Katia Salazar	City of La Paz	Female
64. Soledad Chapetón	City of El Alto – GAMEA	Female
65. Blanca Mendoza	City of El Alto – GAMEA	Female
66. Carlos Lima	City of El Alto – GAMEA	Male
67. Monica Novillo	Coordinadora de la Mujer	Female
68. Maria Angela Sotelo	Coordinadora de la Mujer	Female
69. Maria del Rosario Ricaldi	Coordinadora de la Mujer	Female

70. Laura Guachalla	Coordinadora de la Mujer	Female
71. Tania Sanchez	Coordinadora de la Mujer	Female

Typology of documents consulted

1. FGE Prodoc 1 [2011]
2. Prodoc 2 [2013-2017]
3. Grant-Making Round 1-3 (FAQs, Concept Notes, pre call, during call and post call, application data analysis tables and charts, numbers of review tools and consolidated review matrixes/grids.)
4. Grantee and FP guides Round 2 and 3
5. Risk based Management Tool
6. Full package of feedback of M&E input for all programmes per region per round
7. M&E framework from 2011-2013
8. UN Women SP guidance
9. UN-Women Memos since 2009
10. UN-Women POM chapter Annex E
11. FGE Annual Reports [2010-2016]
12. Annual Reports of UN Women [2010-2016]
13. Japan programme knowledge
14. List of articles published on FGE website since 2009
15. Fact Sheets and all publications FGE has produced since 2009
16. Matrix KM strategy
17. FGE Donor agreements
18. Resource mobilization strategies of FGE
19. Minutes of meetings with donors
20. Audit
21. Google doc tool FGE used for monitoring/tracking of funds.
22. UNTF May-August process
23. Options paper Jan 2017
24. Key emails communications on future of FGE
25. Minutes of meetings with SM
26. Accountability strategy draft
27. For each of the 120 Individual Programmes: PCA; Prodoc; Final Report; Final Evaluation
28. GMS tools/Guides
29. Capacity Development of grantees strategy
30. Grantee convening all docs (Induction of M&Rs and Grantee Convening II and III; Matrix of all contacts: FP and Grantees etc)
31. MASTER programme Matrix and the report by the consultant who updated it.
32. UNIFEM MYFFs
33. UN-Women SPs

Involvement of stakeholders in the evaluation






System role	Evaluation stakeholders	Inception phase	Social enquiry	Analysis phase	Reporting phase
Sources of motivation	<ul style="list-style-type: none"> Grantees Rights holders represented by grantees Marginalised social groups of women and girls 	<ul style="list-style-type: none"> Social learning to identify outcome hypotheses Podcast report and blog of the inception 	<ul style="list-style-type: none"> Self-reviews Case studies Social Learning and web-survey 	<ul style="list-style-type: none"> Case studies Social learning 	<ul style="list-style-type: none"> Podcast report of the evaluation
Sources of control	<ul style="list-style-type: none"> FGE Management and staff UN Women Management Governmental donors Private donors 	<ul style="list-style-type: none"> Reference group Interviews Inception report 	<ul style="list-style-type: none"> Interviews Discussion 	<ul style="list-style-type: none"> Reference group 	<ul style="list-style-type: none"> Evaluation report Presentation
Sources of knowledge	<ul style="list-style-type: none"> Grant Advisors/Reviewers UN Women Policy division and CS section Feminist Academia UN system entities 	<ul style="list-style-type: none"> Reference group Interviews Social learning to identify outcome hypotheses Podcast / blog 	<ul style="list-style-type: none"> Interviews Discussion Social Learning and web-survey 	<ul style="list-style-type: none"> Social learning Reference group 	<ul style="list-style-type: none"> Podcast report of the evaluation Presentation
Sources of legitimacy	<ul style="list-style-type: none"> UN Women field offices AWID Global Fund for Women UN Women CSAGs CSOs working with men and boys Gender Equality Mechanisms Media 	<ul style="list-style-type: none"> Reference group Interviews Social learning to identify outcome hypotheses Podcast report and blog of the inception 	<ul style="list-style-type: none"> Interviews Discussion Social Learning and web-survey 	<ul style="list-style-type: none"> Case studies Social learning Reference group 	<ul style="list-style-type: none"> Podcast report of the evaluation Presentation





Country case study sampling frame

Country 1	Country 2	Inception	Thematic diversity	Regional diversity	Grant size diversity	UN	CIVICUS context diversity	# Rounds	# Grants	\$ Grants	Strengths	Weaknesses
India	Bolivia	M	WPP 3 WEE 4	2	L 2 M 0 S 5	2	Narrowed Repressed	3	7	\$6,549,856	+ Good range of contexts + Good initial interest + Manageable sample in 1 week visits + Opportunities for learning	- No 'medium' size grant of \$500k-\$1m
South Africa	Mexico	H	WPP 2 WEE 4	2	L 1 M 1 S 4	2	Narrowed Repressed	3	6	\$4,769,772	+ Greatest range of contexts + Good initial interest + Manageable sample in 1 week visits + Best response to email invitation	- Smaller portfolio of grants by USD - Only 1 large grant
Egypt	India	L	WPP 5 WEE 5	2	L 2 M 1 S 7	2	Repressed Obstructed	3	10	\$7,557,046	+ Highest diversity of grant size + Largest portfolio of grants by USD + 2 large grants	- Lowest response to email invitation - Requires sub-sampling of grants due to time and travel constraints
South Africa	India	M	WPP 3 WEE 5	2	L 1 M 1 S 6	1	Narrowed Obstructed	3	8	\$4,810,076	+ <i>Manageable sample in 1 week visits</i>	- <i>Same UN working lang.</i> - <i>Smaller portfolio of grants by USD</i> - <i>Only 1 large grant</i>







Egypt	Mexico	M	WPP 4 WEE 4	2	L M 1 S 5	2	2	Repressed Repressed	3	8	\$7,516,742	+	Large portfolio of grants by USD + 2 large grants	-	Low diversity of contexts	CIVICUS
India	State of Palestine	M	WPP 5 WEE 6	2	L M 0 S 10	1	2	Obstructed Repressed	3	11	\$5,497,556	+	Good thematic diversity + Largest number of grants	-	Low diversity of grant size	












Evaluation matrix




Hypotheses	Minimum standard indicator	Benchmark indicator	Goal indicator	Sources of evidence
1.1 Is the FGE portfolio of grants strategically, thematically and geographically aligned with global, regional and country gender equality priorities?				
1.1.1 FGE is designed to contribute to the goals of the women's civil society	FGE calls are aligned with priority demands from women's civil society	FGE funded interventions contribute concrete results to advance the priorities of women's civil society	FGE contributes unique knowledge to and strategic advantage to women's civil society	
1.1.2 FGE calls and processes systematically ensure complementarity with UN Women global, regional and country strategies	FGE funded interventions are developed in dialogue with UN Women country offices	FGE funded interventions contribute results to priority areas in UN Women regional and country strategies	FGE funded interventions contribute results to UN Women Strategic Plan priority areas	
1.1.3 FGE has contributed to accelerating progress towards relevant MDGs, SDGs, and the BPA	FGE funded interventions are designed to accelerate progress towards global goals	FGE direct and indirect outcomes contribute to meeting gender indicators for global goals	FGE funds breakthrough interventions that accelerate progress towards gender equality goals	
1.2 What are the current and potential value propositions of FGE to its main stakeholders?				
1.2.1 FGE offers UN Women a complementary capability, adding to its institutional knowledge and brand value.	FGE direct financing of civil society avoids duplication with UN Women programmes	Knowledge from FGE improves the effectiveness of UN Women support to civil society	FGE direct financing of gender equality civil society is an integrated strategic capability for UN Women and the UN system	
1.2.2 FGE offers a differentiated financing model that offers unique and compelling value propositions to public and private donors	FGE reduces transaction costs for individual donors to reach a portfolio of gender equality civil society	Knowledge from FGE improves the effectiveness of individual donor support to civil society	FGE enables pioneering multi-stakeholder financing for gender equality	

<p>1.2.3 FGE offers civil society transformative demand-driven finance and support to programme execution to make essential investments in gender equality and women's empowerment</p>	<p>FGE calls identify and finance areas of high civil society demand</p>	<p>FGE grants lead to transformative changes in CSO capability and/or gender equality programming</p>	<p>A substantive proportion of global demand for FGE grants is funded and supported each cycle</p>	
<p>1.3 Who is FGE reaching through its grants, how is it reaching them, and at what cost?</p>				
<p>1.3.1 FGE is an effective platform for achieving the commitment to "leaving no one behind" that occupies a unique niche</p>	<p>FGE grants support a diverse and inclusive portfolio of gender equality civil society organizations</p>	<p>FGE supported interventions cost effectively reach marginalized and vulnerable groups of women and girls</p>	<p>FGE enables the UN system to support gender equality interventions in areas and with groups it would not otherwise be able to</p>	
<p>2.1 What has \$84 million achieved for gender equality civil society; and how much has the FGE strategy contributed to this?</p>				
<p>2.1.1 Gender equality advocates/CSOs have the financial resources – and enhanced & expanded organisational, technical & human resource capacities – to design, develop, implement essential GEWE programming</p>	<p>FGE grants are disbursed on a timely basis; CSO staff participate in FEG training; and fund execution levels are maintained.</p>	<p>Grantees mobilise further funding to support and sustain essential gender equality programing</p>	<p>Grantees replicate and/or scale-up breakthrough results for gender equality and women's empowerment</p>	
<p>2.2 What unique contributions is FGE making to knowledge about gender equality programming?</p>				
<p>2.2.1 FGE includes a global knowledge function that is adding unique institutional and programmatic insights to the gender equality community.</p>	<p>Lessons from FGE supported interventions about what works and what does not work for gender equality are captured and published in the public domain</p>	<p>An FGE community of knowledge and practice is active</p>	<p>Knowledge from FGE supported interventions informs UN and intergovernmental negotiations and decisions</p>	
<p>2.3 What contribution has the work of FGE grantees made to advancing gender equality and women's empowerment, and for who?</p>				

<p>2.3.1 FGE-supported women-led CSOs establish breakthrough and/or essential interventions that amplify the voices and needs of the most marginalized and excluded women and girls</p>	<p>FGE-supported CSOs design interventions that address structural causes of inequality and that directly target and align with the needs and priorities of marginalised and vulnerable groups</p>	<p>Networks and collective structures created and supported with the skills, capacities and opportunities of/for women and girls to access, own, inherit, participate in, and benefit from economic development and political spaces at all levels.</p>	<p>FGE supported interventions provide marginalised and vulnerable groups with access to national and local level decision makers; and influence normative processes (i.e. inter-governmental processes, treaty body reporting).</p>	
<p>2.3.2 FGE-supported women-led CSOs foster effective partnerships and productive alliances with diverse stakeholders, including men and boys</p>	<p>FGE supported interventions establish new alliances</p>	<p>FGE supported interventions establish new, or strengthen existing, alliances and partnerships with diverse stakeholders</p>	<p>FGE supported interventions continuously develop well governed partnerships with diverse stakeholders</p>	
<p>2.3.2 FGE-supported women-led CSOs influence and hold duty bearers to account for equitable and inclusive implementation of new and existing gender equality commitments at all levels</p>	<p>FGE-supported interventions are undertaken in dialogue with local and/or national authorities</p>	<p>FGE-supported interventions publish new data or open new channels of communication regarding gender equality policy implementation</p>	<p>FGE-supported CSOs are consulted for technical advice and/or policy monitoring by appropriate authorities</p>	
<p>2.4 Was the capacity development provided to gender equality CSOs the right type at the right intensity to be transformative?</p>				
<p>2.4.1 FGE capacity development of women-led CSOs leads to transformative capabilities in advancing results for gender quality and women's empowerment.</p>	<p>FGE-supported CSOs participate in capacity development in relevant technical and operational capabilities</p>	<p>FGE-supported CSOs have the capacity to design, finance and implement breakthrough and/or essential gender equality programming</p>	<p>The capabilities, scale and influence of FGE-supported CSOs are permanently transformed through their participation in FGE grants</p>	
<p>3.1 What are the risks for UN Women associated with the various potential business models for FGE?</p>				
<p>3.1.1 The reputational, operational and fiduciary risks of FGE are fully understood and managed appropriately.</p>	<p>FGE operates a robust, efficient and transparent grant-making mechanism compliant with UN Women standards and systems</p>	<p>The reputational benefits and risks to the FGE and UN Women brands are continuously assessed and managed</p>	<p>FGE is managed to enable effective work in higher-risk areas than is possible through UN Women core programming</p>	
<p>3.2 How have different stakeholders leveraged evidence on results for FGE; and what factors have driven this?</p>				

3.2.1 Results based management systems meet the requirements of FGE, grantees, UN Women and donors in advancing outputs and outcomes for gender equality, the SDGs, and BPA	Baseline and endline data is of a high quality and is regularly collected and used to enhance FGE-supported interventions.	All FGE projects are evaluated and the learning feeds into future cycles.	Accumulated knowledge and experience of CSOs is effectively shared and transferred.	
3.2.2 The cost and complexity of results based planning and management systems are proportional to the value created	The proposal process limits the opportunity costs for CSOs to participate in calls, especially in regard to results frameworks	The FGE “RBM infrastructure” is proportional to the size of each cycle	The FGE “RBM infrastructure” creates positive return on investment for grantees. FGE, UN Women offices and donors	
3.2.3 Communication of FGE results data has created substantive benefits for participating CSOs, UN Women and donors.	FGE results data is made public	FGE communication on results and evidence supports stakeholder accountability requirements	FGE communication on results and evidence enables stakeholder learning and mobilizes support for gender equality	
3.3 What are appropriate business models for FGE given its human, knowledge, and social capital?				
3.3.1 The service cost model of FGE is appropriate to the size, nature, approach and results of FGE.	The management overhead of FGE is within the same range as equivalent small grant programmes	The business model achieves efficiency through integration and/or synergies with UN Women	The business model is responsive to scale and demands of each cycle	
3.3.2 The human capital of FGE is an appropriate and effective asset.	FGE has the right mix of skills and capabilities to deliver key planned outputs	FGE has the right balance of team size, positioning and integration with UN Women structures	FGE team achieves “esprit de corps” and performs greater than the sum of its parts	
3.3.3 FGE partnerships are characterised by responsiveness and leadership (taking account); shared long term vision and commitment (held to account);	FGE partnerships with grantees have robust governance mechanisms in place	FGE partnerships build towards a shared long-term vision that continues beyond the end of each grant cycle (through UN Women offices)	FGE partnerships enable rapid and effective response to opportunities for breakthrough interventions for gender equality	

inclusiveness, transparency and mutual trust (giving account).			
4.1 What lessons have been learnt to ensure future financial viability?			
4.1.1 FGE has potential to access new, alternative and sustainable sources of financing.	FGE has secured a stable and reliable financing base	FGE has a diversified and growing financing base	FGE is embedded within a coherent and sustainable UN Women (and other UN entities) resource mobilization strategy 
4.2 Where can synergies between FGE and UN Women programming be achieved?			
4.2.1 FGE is fully integrated and compliant with UN Women operational and programming systems and structures.	FGE is using the same operational standards, protocols and systems as UN Women	UN Women policy and programme staff at all levels have ownership of FGE and actively nurture synergies	Demand-driven direct support to gender equality civil society is an integrated and protected aspect of UN Women strategies and interventions  
4.3 What effect does FGE have on gender equality CSO capability, sustainability, and growth?			
4.3.1 Participation in FGE leads to a step-change in gender equality CSO capability, financing and results.	FGE grants represent 'additional' financing for gender equality CSOs	FGE grants lead to permanent improvements in the financing of grantees	FGE grants lead to a transformation in the level (scale and scope) of results gender equality CSOs are able to achieve  
5.1 What is the business case for FGE given the global strategic context?			
5.1.1 FGE can make unique and compelling contributions to 'leaving no one behind' principle of the SDGs	FGE protects the space for CSOs that target vulnerable and marginalized women and girls	FGE-supported interventions reach vulnerable and marginalized women and girls not reached by others	FGE-supported interventions reach areas and issues where the UN system is not able to fully operate     
5.1.2 FGE knowledge can make UN Women and third-party grant making for gender equality more effective	FGE shares lessons on gender equality grant making internally and externally	FGE convenes and/or participates in learning communities around gender quality grant making	FGE systematically strengthens the quality of direct support to gender equality civil society of UN Women and others 
5.2 What unique contribution is FGE making to an enabling environment for gender equality civil society?			

<p>5.2.1 Gender equality advocates and CSOs contribute to catalyse legislative and policy change</p>	<p>CSOs galvanize advocacy and propose laws and policy reforms that lead women toward greater individual and collective political and economic empowerment</p>	<p>CSOs catalyse shifts in national processes toward inclusive models of governance where women participate fully and equally in all areas including economic and development policies</p>	<p>FGE projects translate high-level laws and policy commitments into services, opportunities and social norms that improve the everyday lives of women, girls, men and boys</p>	
<p>5.2.2 Gender equality advocates and CSOs expand and strengthen women's leadership; and engage women in political processes</p>	<p>Women and young women leaders, voters, and electoral candidates are mobilized; and electoral campaigns involving women candidates are supported through FGE grants</p>	<p>Women and girls targeted by FGE grants achieve leadership positions in institutions that affect their lives</p>	<p>There is social norm change in support of gender equality and women's empowerment in households, communities, institutions and public discourse</p>	
<p>5.2.3 Gender equality advocates and CSOs support rural women to access and control resources and assets; ensure decent work and social protection; and foster (sustainable) entrepreneurship</p>	<p>Women have increased income as a result of increased skills, access to sources of credit and markets</p>	<p>Women gain control over productive resources and assets, including social protection services</p>	<p>CSOs are able to hold duty bearers responsible for gender-responsive delivery on social protection commitments and decent work and sustainable livelihoods protections at all levels.</p>	

FGE results frameworks

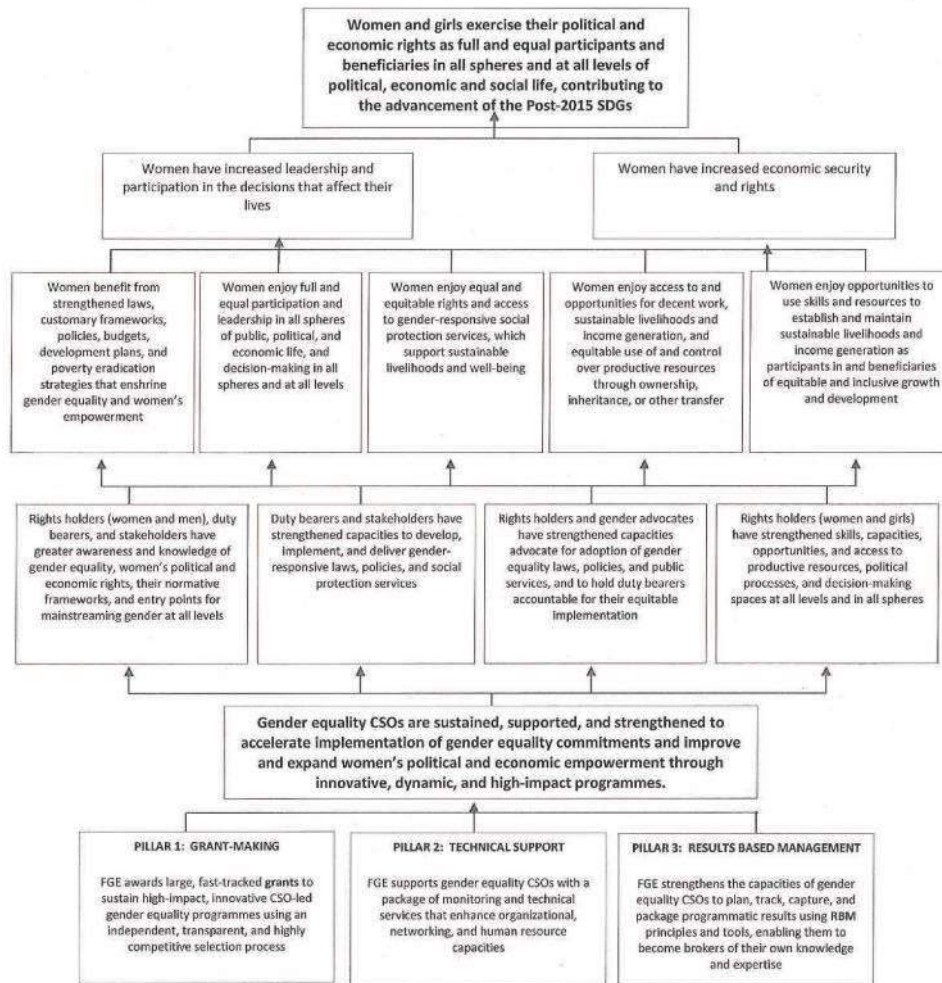
A. Development Results Framework of the Fund for Gender Equality					
FGE Impact: Accelerated implementation of gender equality commitments and women's political and economic empowerment at local, national, and regional levels contribute to the achievement of the Beijing Platform for Action and the Post-2015 SDGs, especially SDG 5					
Goal	Outcomes	Outputs	Indicators	Baselines	Targets
<p>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: SDGs and its targets will not be approved and notified 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/adapted 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>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>1.2 Gender equality advocates influence constitutions, legal frameworks and policies to increase women's leadership and political participation. [SP Outcome 1.2]</p> <p>SP Indicator 1.2a: Number of countries with national dialogues and policies influenced by gender advocates</p>	<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"> 113,000 190 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"> 233,000 350 100,000 	<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: SDGS and its targets will not be approved and razified 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 WTE (add together all participants in meetings, in workshops, campaigns, sessions, 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, legal, 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 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 +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.

FGE theories of change



EVALUATION RECONSTRUCTED SUMMATIVE THEORY OF ACTION: FUND FOR GENDER EQUALITY (2009-2017)

*BLUE= 2nd FGE Project Document

IMPACT

Women and girls 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 line with international and national commitments (including CEDAW, Beijing Platform for Action and the MDG/SDGs)

SYSTEMIC OUTCOMES

IF AN ENABLING ENVIRONMENT FOR WEE & WPE is created through:

- Catalysing legislative & policy change
- Expanding & strengthening women's leadership
- Engaging women in political processes & institutions
- Supporting rural women to access & control resources & assets
- Ensuring decent work & social protection
- Fostering (sustainable) entrepreneurship

STRATEGIES

- Fast-tracking implementation (BFA/MDG)
- Frontloading implementation (SDG)

Shrinking civil society space & rise of traditional value systems in an increased number of countries

Implementation of Agenda 2030 (SDG 1-6, 8, 10, 12, 13 & 16)

BFA/MDG unfinished business

Social norms & patriarchal attitudes related to gender equality

Sustainability of FGE funding

Transition from UNIFEM to UN Women; new regional structure

UN Women Strategic Plans & Flagship programmes (related to women's political & economic empowerment)

INDIRECT OUTCOMES

IF GE drivers of change/CSO act as catalysers of change and as critical players to achieve GE (and the SD agenda):

GE drivers of change (CSOs/Government):

- Increase the financial & technical resources available for implementation of locally and nationally-owned priorities & plans to advance women's political & economic empowerment
- Promote harmonization and alignment of efforts among and between national partners & donors to increase the potential for national ownership to strengthen women's empowerment & GE institutions & networks as drivers of action & accountability

Gender Equality CSOs :

- Design, develop, implement & monitor their own GEWE programming
- Establish & maintain effective working partnerships with government agencies & other institutional decision-makers
- Pioneer dynamic & innovative interventions that amplify the voices & needs of the most marginalized & excluded women and girls, and foster productive alliances with men & boys, non-traditional stakeholders, & informal power brokers.
- Influence & hold duty bearers accountable for equal, equitable & inclusive implementation of new & existing GE commitments at all levels

DIRECT OUTCOMES

IF the FGE SUSTAINS, SUPPORTS & STRENGTHENS GE drivers of change/CSOs:

CSOs have the financial resources to develop & implement dynamic programming

CSOs have enhanced & expanded organisational, technical & human resource capacities

CSOs are global brokers of their own knowledge, experience & impact narratives

STRATEGIES

- Maximising national ownership, harmonization & alignment, management for results & mutual accountability
- CSO-led changes
- High impact, multi-stakeholder programmes

TARGET GROUPS

- National machineries for women
- Key national/local governmental actors
- Women's parliamentary caucuses
- Women's NGOs, CBOs & networks
- Rural women
- Migrant workers
- Female heads of households
- Indigenous women
- Domestic & informal sector workers
- Women affected by & living with HIV/AIDS
- Men & boys
- LGBTI persons
- Refugees/IDPs
- Ethnic/religious minorities
- Persons with disabilities

ASSUMPTIONS/RISKS:

- Sufficient political will & resources to develop & implement policies & laws
- National partners have adequate capacity to apply knowledge
- Raising awareness about gender discrimination will lead to transformation in attitudes
- Creating forums for women aids in creating a supportive environment
- Women are willing to enter politics and lead
- Gender gaps in access to finance & markets
- Social norms are supportive of fostering WPE/WEE
- Women entrepreneurs able to expand in light of their domestic work & unpaid care responsibilities



FGE business model canvas

<p>Key partnerships Experts – assess bids. Motivated by personal interest, professional profile, and organisational mandate.</p> <p>Private philanthropies, bilateral agencies, and UN Women national committees – invest. Motivated by expanding reach of portfolios, accessing UN system, learning, international commitments, agency priorities, and joint donorship.</p> <p>UN Women offices – accompany. Motivated by synergies with strategic aims and objectives.</p>	<p>Key activities Competitive grant-making processes</p> <p>Capacity development of CSOs</p> <p>Monitoring, reporting and analysis of evidence at regional and global levels</p> <p>Key resources Grant financing and assured grant management system</p> <p>Monitoring and Reporting, analytical and communications staff</p> <p>UN brand and network</p>	<p>Value proposition Demand-led grants to sustain women-led CSOs (meeting a structural financing gap)</p> <p>Capacity development of women-led CSOs in RBM</p> <p>Social norm change in the economic and political lives of women</p> <p>Global coverage with local diplomatic representation</p> <p>Multi-lingualand online access</p> <p>LNOB Focus: huge value at reaching most underserved/ marginalized</p> <p>Sizeable grants: Most funders are either too low (mainly for grassroots orgs) or too high (mainly for int'l</p>	<p>Constituency relationships Donor-recipient intermediary / partner</p> <p>Accompaniment approach</p> <p>Knowledge broker</p> <p>Channels Direct dialogue</p> <p>UN Women offices</p> <p>Formal open calls and competitive processes (online)</p>	<p>Constituency segments Micro- and small- women-led CSOs</p> <p>Medium and large women-led and gender-focused CSOs and networks</p> <p>Gender equality advocates and experts</p> <p>United Nations offices and committees</p> <p>Bilateral agency representatives</p> <p>Global philanthropic foundations</p> <p>Individual and corporate supporters</p>
<p>Cost structures Centralised staff – management, communications, analysis</p> <p>Regional staff – monitoring, capacity development, reporting</p> <p>Publishing, evaluation, audit and accounting, banking, oversight</p>		<p>Investment streams Single small, medium and large commitments (Gov 93%; NatComs 1%; Private 5%)</p> <p>Recurrent micro commitments (0.002%)</p>		

Comparison of management structures

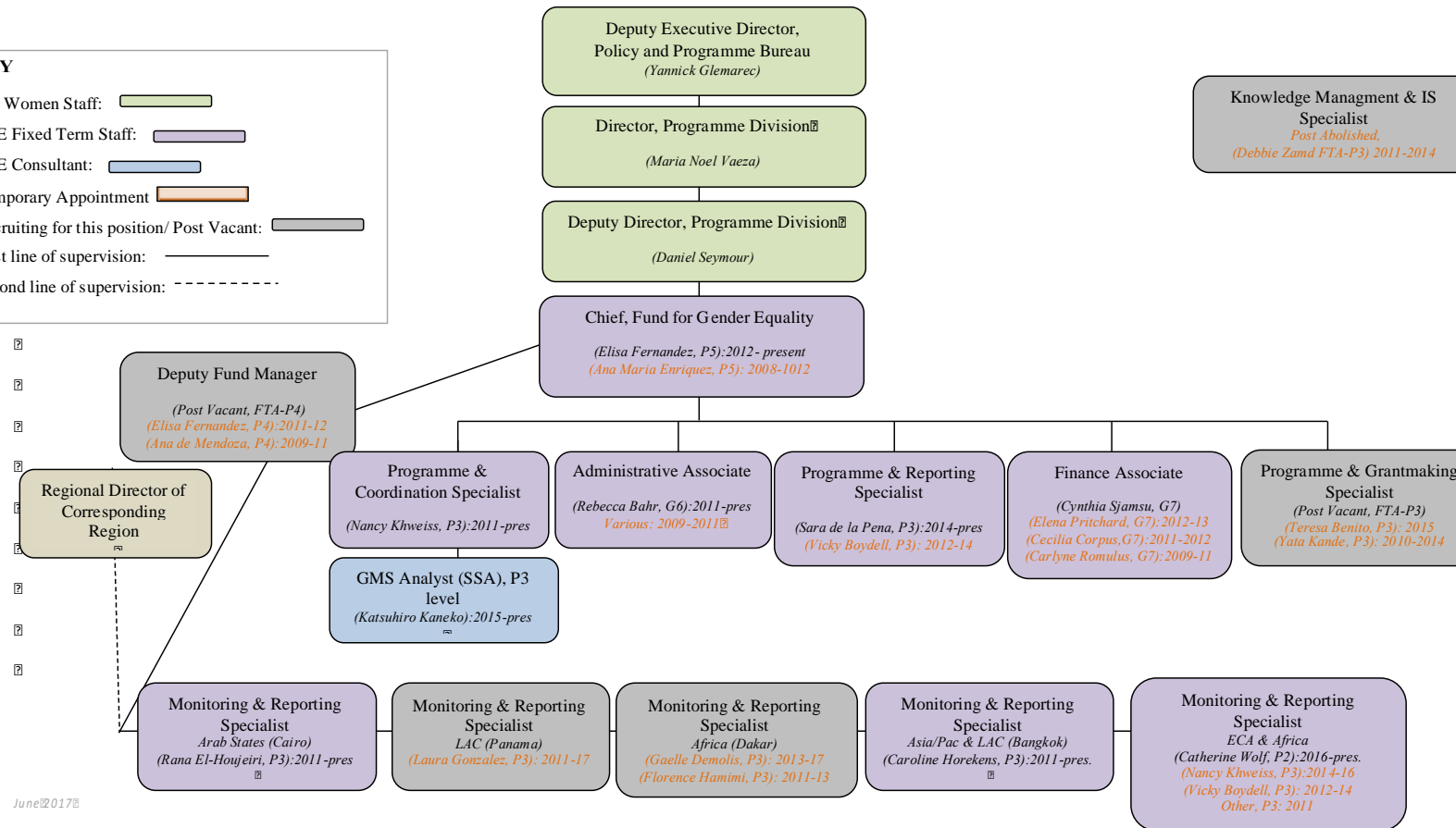
Fund for Gender Equality

Organigramme



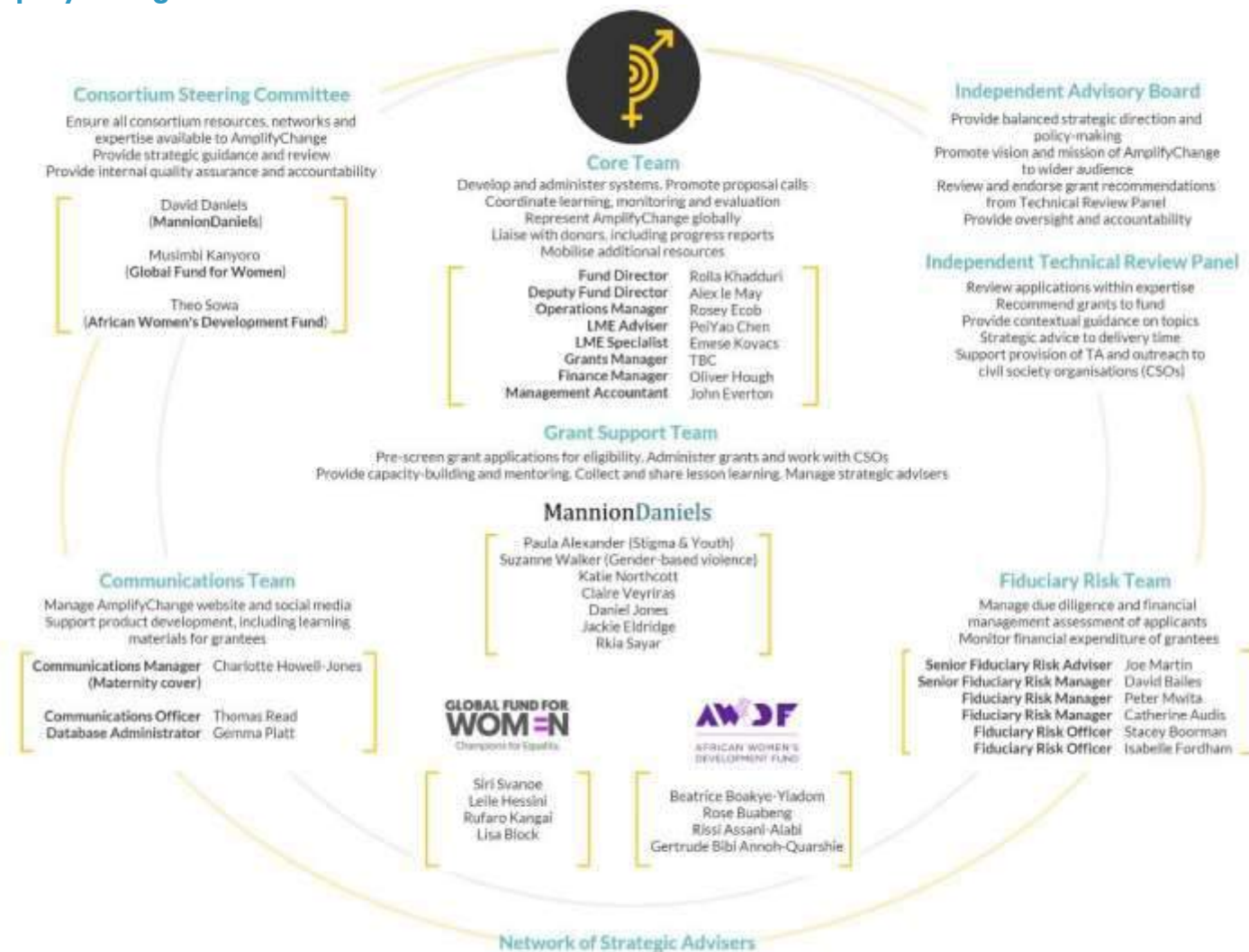
KEY

- UN Women Staff:
- FGE Fixed Term Staff:
- FGE Consultant:
- Temporary Appointment:
- Recruiting for this position/ Post Vacant:
- First line of supervision:
- Second line of supervision:



June 2017

AmplifyChange



SDG Fund



Paloma Durán
Director

Deborah Quintana
Operations Associate

Catherine Wong
Programme Specialist

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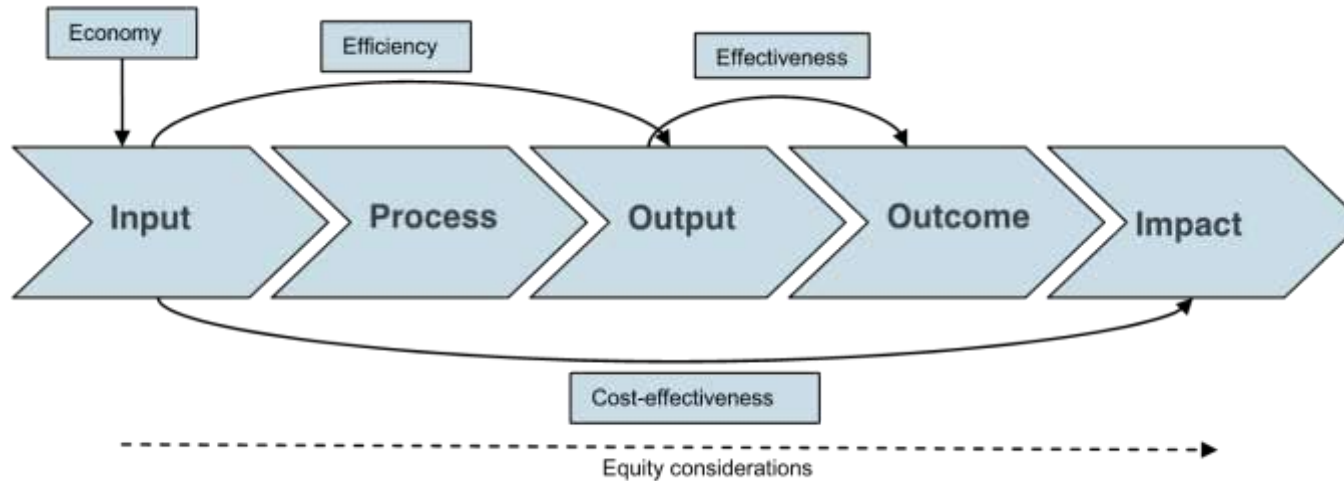
Teresa Burelli
Programme and Private Sector Analyst

Victor Garrido
Media relations

Christoph Majewski
Webmaster and Developer

Karen Newman
Consultant

Value for money framework



VfM Resource inputs	VfM Output value	Value for Money
<ol style="list-style-type: none"> 1. Relevance of the resource use to community needs and investor priorities 2. Affordability – ability to deliver within available resources 3. Ethical and legal resource use for the intended purpose 4. Economy – using resources frugally to buy inputs such as staff, offices and equipment 5. Riskiness of resources use within boundaries of risk appetite 	<ol style="list-style-type: none"> 1. Technical efficiency in maximising the quality and quality of deliverables 2. Allocative efficiency in the right mix of inputs to produce intended results 3. Learning, adaptation and improvement to enhance the value derived over time 4. Effectiveness in achieving objectives 5. Timeliness of delivery 6. Impacts in meeting the needs and making a difference in people’s lives 	<ol style="list-style-type: none"> 1. Economic efficiency – return on investment 2. Equity, fairness and distributive justice of investments and outcomes 3. Sustainability of outcomes and impacts 4. Scientific value in learning what works and what does not work 5. Uniqueness in addressing an underserved or important need 6. Environmental, cultural and historical significance

Data collection instruments

Global and Regional Interviews

- 1.Strategic positioning and alignment of FGE
- 2.Value propositions and business case for investing in FGE
- 3.Potential to contribute to leaving no one behind and/or protecting civic space
- 4.Grant management and integration with UN Women systems
- 5.RBM and communications
- 6.Knowledge management and learning
- 7.Approach to capacity development and technical assistance
- 8.Human capital and business model of FGE
- 9.Financial constraints and opportunities
- 10.Integration with UN Women regional architecture and coordination with other UN system entities

World Café Agenda

Time	Plenary	Table 1	Table 2
11.00	Welcome by UNW Intro presentation by eval team <ul style="list-style-type: none"> - People - Purpose (global eval and case study) - Use of data – report in November - Agenda - Confidentiality (Chatham House Rules) - Questions 		
11.15	Into to people in the room		
11.30		Question 2	Question 6
11.45	Visit tables and discuss main points		
12.00		Question 4	Question 7
12.15	Visit tables and discuss main points		
12.30	Lunch		

12.45	Lunch		
13.00	Lunch		
13.15	Lunch		
13.30		Question 3	Question 5
13.45	Visit tables and discuss main points		
14.00		Question 8	Question 8
14.15	Visit tables and discuss main points		
14.30	Synthesise main points		
14.45	Ideas for recommendations		
15.00	Close, group photo and thanks		

Interview questions

1. Please, tell me a little bit about you, what your role is, what did you do with FGE and what you think are key results?

RELEVANCE

2. Which groups of people has FGE helped grantees to reach and are these different in some way from what it possible to achieve using other sources of money.
 - a. (we are interested whether the grantees are reaching really marginalised people – would they have reached these people anyway or FGE makes it easier/better to reach these people in some way?)
3. Does the FGE approach to grant making add value or take away from what UN Women can achieve anyway through its other relationships with Civil Society as implementing partners or as part of the Civil Society Advisory Group?
 - a. (is it complementary to it, is it competitive? How is the coordination managed?)
 - b. How well has FGE integrated with UNW operations and programmes in India?
 - c. What factors have contributed to the nature of relationships?

EFFECTIVENESS

4. Have the FGE grants helped to transform the capacities or networks of grantee organisations in any way; and what results has this helped them achieve that they would not have done otherwise?
5. Given the context of Women's Civil Society in India what type of capacity building is really needed for women led CSO's to survive and thrive? Is FGE managing to deliver any of these capacities?

EFFICIENCY

6. Has the approach of FGE to RBM and knowledge management helped or hindered the implementation of grants? How and why?

SUSTAINABILITY & IMPACT

7. What has been learnt about what works and about what doesn't work in transforming, growing and sustaining women led CSOs?
8. Is there a place in the future for direct demand-led funding from the UN to Women's CSOs and if so what should it look like?
 - a. (should be global, regional, local money?)
 - b. Should be demand-led, competitive, through local country offices?

Core reference group

Contact	Title
Elisa Fernandez	Chief FGE
Caroline Horekens	M&R
Gaelle Demolis	M&R
Rana El-Houjeiri	M&R
Catherine Wolf	M&R
Nancy Khweiss	Coord. Specialist
Sara de la Peña	Reporting Specialist
Marta Val	Policy - PP
Sabrina Evangelista	IEO
Anna Falth	Policy - EE

Broad reference group

UN WOMEN	Contact	Country	NOTES
Regional Directors	Luiza Carvalho	Panama	LAC Region
	Miwa Kato	Bangkok	AP Region
	Mohammad Naciri	Cairo	AS Region
	Diana Ofwona	Senegal	WCARO
	Izeduwa Derex-briggs	Kenya	ESARO
	Ingibjorg Gisladdottir	Istanbul	ECA Region
Deputy RDs/Reps	Anna-Karin Jatfors	Bangkok	AP Region
	Blerita Aliko	Cairo	AS Region
	Corinne Delphine Ndaw	Senegal	WCARO
	Simone Ellis Oluoch-Olunya	Kenya	ESARO
	Alia El-Yassir	Istanbul	ECA Region
Focal Points	Sandra Bosch	Paraguay	FP from Round III
	Allaa Ayesh	Palestine	
	Suhela Kahan	India	FP From Round II & III

	Nuntana Tangwinit	Asia Pacific RO	FP Round I,II&III
	Magdalena Furtado	Uruguay	FP Round II
	Nicolas Betsi	Cote d'Ivoire	FP
	Susan Kimathi	South Africa MCO	FP
Eco/Pol Emp Regional Advisors	Irune Aguirrezabal	Panama	LAC Region
	Hanny Beteta	Bangkok	AS Region
	Subhalakshmi Nandi	India	AS Region
Coord. Specialists	Janneke Kukler	Bangkok	AS Region
Programme Division	Maria Noel Vaeza	HQ	
	Dan Seymour	HQ	
Policy Division	Purna Sen	HQ	
	Meg Jones	HQ	WEE Section
	Julie Balington	HQ	Political Participation Unit, Leadership and Governance Section
Civil Society Unit	Lopa Banerjee	HQ	
	Vivek Rai	HQ	
IEO	Marco Segone	HQ	
	Yumiko Kanemitsu	Bangkok	
	Laura Gonzalez	Panama	
Strategic Partnerships	Joelle Tangay	HQ	
	Antoine DeJong	HQ	Governmental
	Tunay Firat	HQ	Private Sector
EDO			
	Marie-Elena John	HQ	
	Julie Pellaux	HQ	
	Lakshmi Puri	HQ	

Civil Society	Contact	Country	NOTES
AWID	Nerea Cravotto	Global	
Global Fund for Women	Musimbi Kanyoro	Global	
Women's Rights Org Expert	Emily Esplen	UK	

Prospera-International Network of Women's Funds	Emilienne de Leon	Global
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Grantees	Contact	Country	NOTES
	Monica Novillo	Bolivia	Round I
	Hilda	Palestine	Round II
	Alla Gamakharia	Georgia	Round II
	Association of Women for Action & Research:Vivienne Wee	Indonesia and Singapore	Round II
	Azeb Kelemework	Ethiopia	
	The All-China Women's Federation -Ms. He Shuwen, Division Director	China	Round I
	Michito Mudimba	Zimbabwe	Round II

Beneficiaries	Contact	Country	NOTES
	IWRAW:Khuat Thi Ngoc Anh	Vietnam	Round II
	Khathutshelo Mapholi	South Africa	
	Alma Kritzinger	South Africa	
	Naledi Masipa	South Africa	

Donors	Contact	Country	NOTES
Spain	Maria Vazquez	Spain	Chief of IIOO Area - AECID
	Elisa Nieto	Spain	Gender Section
Germany	Anne Bolling	Germany	Capital Focal Point
	Andreas Pfeil	Germany	NY Focal Point- just copy
Switzerland	Chantal Oltramare	Switzerland	Capital Focal Point
	Nicolas Randin	Switzerland	NY Focal Point- just copy
Angelica Fuentes	Camilo Galvis	USA	
Chanel Foundation	Adeline Azrack	USA	NY Focal Point
	Miren Bengoa	France	Paris Focal Point- just copy

Evaluation team

EVALUATION TEAM

ImpactReady is a limited liability partnership (LLP) based in the UK, with a global footprint. It is a certified BCorp – with social purpose embedded in both the legal governance and business model of the partnership. Aside from extensive work with the UN system, ImpactReady works with start-up social entrepreneurs and pioneering NGOs to enhance their sustainability and impact.

JOSEPH BARNES

Co-Team Leader

Joseph is an experienced leader of global gender evaluations for the UN system; and expert in evaluation systems. His background is in institutional economics and programme design for the UN system.

JO-ANNE BISHOP

Co-Team Leader (Inception)

Jo-Anne is an expert in international human rights in post-conflict contexts, and experienced evaluation leader. She has worked internationally for the UN system, national governments, and multilateral organisations.

MARIA BORISOVA

Evaluator (Business Models)

Maria has a professional background in international business and investment; and academic grounding in gender and the media. She works in both English and Russian.

KATHERINE GARVEN

Senior Evaluator (GEEW)

Katherine is an experienced community mobiliser, programme designer, and results based management expert. She works in English, French, Spanish and Arabic.

FERNANDO GARABITO

Evaluator (Social Engagement)

Fernando is an expert in community engagement, media, and social investment. He has also supported local level RBM systems strengthening; and works in English, French and Spanish.

Social learning summary

The evaluation team used the following three online methods to engage global FGE grantees throughout the evaluation process: 1. Social media and grantee outreach; 2. FGE grantee self-reviews; and 3. Online global discussions with women-led global civil society.

Social Media and Grantee Outreach

The social media and digital outreach method was designed to invite and encourage grantees to participate in the evaluation at several points throughout the process. The evaluation team set up a Facebook Page to provide evaluation updates, communicate important messages, and provide an interactive platform for grantees to directly contact the evaluators with questions or comments. An Inception Podcast created by the evaluation team was posted on the Facebook Page that describes the evaluation process and outlines how FGE grantees could participate in the evaluation. Grantees could also contact the evaluation team through a dedicated WhatsApp platform. Additionally, e-mails were sent out to grantees to invite them to participate at several stages of the evaluation process.

Link to the FGE Global Evaluation Facebook Page: <https://web.facebook.com/FGEGlobalEvaluation/>

Link to the FGE Inception Podcast: <https://www.mixcloud.com/fernando-garabito/fge-inception-podcast/>

Grantee Self-Reviews

With the aim of understanding how FGE has supported women-led civil society organisations at the global level, grantees were invited to submit self-reviews either in writing, through audio or video recordings, or through recorded Skype interviews. Written instructions and video tutorials on how to complete self-reviews and digitally submit them to the evaluation team were provided to the grantees by e-mail and through the FGE Evaluation Facebook Page in English, French, and Spanish. Evaluators were available to answer any questions and to provide technical support throughout the self-review process.

The evaluation team identified 5 key questions to guide the grantee self reviews, which are:

1. **Impacts of your work.** What difference did support from FGE enable you to make, and what did you learn along the way about how change happens? Is there anything you are particularly proud of?
2. **Strengthening the capacity of women's civil society.** What did the experience of working with FGE teach you about what works and what does not work in strengthening the capacity of women's civil society? What is the greatest need in terms of capacity building?
3. **Connecting with others.** Do you have evidence or examples of FGE support helping strengthen the women's movement beyond just your organization?
4. **Transformational support.** Did the support from FGE enable you to make any breakthroughs either in terms of your programming or the sustainability of your organization?
5. **Leaving no one behind.** Do you have evidence or examples of FGE support helping you to reach the most marginalized groups of women, men or children?

In total, the evaluation team received 44 grantee self-review submissions. An analysis of the reviews indicates several key and recurrent themes, which are discussed below:

Question #1: Impacts of Your Work

- A common theme spanning across thematic interventions is that FGE funded projects have resulted in increased women's empowerment politically, economically, socially, and within the family.
- FGE has made an impact in identifying women's needs and gathering information to advocate for these needs.
- FGE funding has been used to establish partnerships and develop networks between women's civil society.
- FGE funding has engaged non-traditional partners such as religious leaders, community leaders, and journalists.
- Change happens when:
 - Processes are community-owned (by involving community members in the design and implementation of the project, they can better sustain it once it's finished).
 - Women are able to have a more productive dialogue with their husbands and when the woman is more appreciated at home.

Question #2: Strengthening Women's Civil Society

- Women's civil society requires capacity building in the following areas:
 - Developing a strong understanding of GEEW concepts and be confident in discussing them.
 - Institutionalizing organizations (in terms of HR, materials, etc.)
 - Mainstreaming gender throughout programming.
 - Empowering women politicians to engage within their party hierarchy and with male colleagues, especially concerning political negotiation and networking.
 - Better using conventional and new media as an effective campaign tool.
 - Increased leadership and lobbying skills.
 - Using M&E and RBM principles in programming.
 - Mainstreaming disability, gender and women's empowerment in the humanitarian response for government institutions, UN agencies and non-governmental organizations (NGOs); and strengthening the capacity of women with disabilities to participate in peace building and enhance their leadership skills.
- Capacity building works when:
 - Building the capacity of women and the people around them
 - Initiatives focus on building sensitivity towards women's needs.
 - Efforts are deployed in an organized and articulated manner so as to work with women towards the respect of their rights and their inclusion in society as full citizens.
 - Initiatives build the capacity of women and the people around them.
 - Networks are built and strengthened (it is particularly necessary to support grassroots networks that help inform women of their rights and of any pro-women legislation).

- Women are engaged at the local level (especially concerning political engagement).
 - Funding supports institutions rather than only punctual support to projects or programmes.
 - The methodology or approach is flexible enough to be tweaked based on the community while maintaining its integrity.
 - Funding supports organized women groups that have already developed and articulated their own networks and know how.
- Capacity building does not work when:
 - Men are not involved in advocating for women's rights.
 - Programming is too rigid.
 - We expect change to occur too quickly.

Question #3: Connecting with Others

- FGE has supported grantees in building networks to unify and amplify the voices from the women's movement.
- FGE grantees have built partners with various actors including government bodies, other women's civil society organisations, private sector companies, and religious institutions, among others.
- FGE funding has supported grantees to participate in multisectoral boards and think tanks.
- Funding supported the development of spaces where women could come together to share experiences and support each other to achieve their goals and objectives.
- Funding helped political parties form gender groups to help raise awareness about gender issues and to implement gender mainstreaming. This resulted in men training men on how to support women's engagement in politics and gender-sensitive legislation.
- FGE funding helped to support a lobbying group that pressures government to address women's economic empowerment and women's economic rights.
- FGE support helped to create entrepreneurship venture partnerships.
- Many of the grantees have used FGE funding to engage women who are geographically and/or socially marginalized and isolated.

Question #4: Transformational Support

- Some grantees have leveraged FGE funding to obtain additional funds from other funders.
- Some grantees have established partnerships with government entities or other CSOs that will support the sustainability of their programming.
- Several grantees explained the FGE funding was limited in terms of its size and is not substantial enough to ensure the sustainability of the organization.
- Grantees have experienced some breakthroughs using FGE funding by connecting with otherwise difficult to access actors such as politicians at the national level, local village leaders, etc.
- Many grantees would like to expand or scale-up their programming but the limited size and duration of the FGE grant does not support them to do so.

Question #5: Leaving no one behind

- FGE funding is reaching a diverse set of marginalized groups including indigenous women, women migrant and undocumented workers, women with HIV/AIDS, rural women, etc.

- FGE funding has supported grantees in reaching geographically and/or socially marginalized groups.
- Grassroots women-led organizations are well placed to reach marginalized groups as they often have the connections and local knowledge required to access physically or socially isolated groups.
- FGE technical support helped some women-led organizations to better target marginalized women. For instance, an effective way of engaging marginalized women is to bring them together to identify their needs and priorities.

Link to the Self-Review Written Instructions in English: <https://web.facebook.com/notes/fge-global-evaluation/grantee-self-review-instructions-sheet-english/343987429370591/>

Link to the Self-Review Written Instructions in French: <https://web.facebook.com/notes/fge-global-evaluation/fichier-de-renseignements-pour-lauto-%C3%A9valuation/344002369369097/>

Link to the Self-Review Written Instructions in Spanish: <https://web.facebook.com/notes/fge-global-evaluation/instrucciones-para-la-auto-evaluaci%C3%B3n-del-beneficiario-del-fig/344011736034827/>

Link to the Self-Review Video Tutorial in English: <https://www.youtube.com/watch?v=sbGsENB75Y4&feature=youtu.be>

Link to the Self-Review Video Tutorial in French: <https://www.youtube.com/watch?v=Q6QdK1BFZIQ&feature=youtu.be>

Link to the Self-Review Video Tutorial in Spanish: <https://www.youtube.com/watch?v=YCEkgI5L41g&feature=youtu.be>

Online Discussions

The evaluation team partnered with UN Women’s Empower Women team to host a global online discussion with FGE grantees and the Empower Women community to exchange ideas and explore in-depth themes that emerged through the evaluation. The evaluation team created a launch video (in lieu of a webinar) that describes the purpose of the online discussions, how they will work, and how women-led civil society organizations can get involved. Once the video was posted on the Empower Women website and FGE grantees and the Empower Women community were invited to participate, the evaluation team moderated two weeks of dynamic online discussions between women-led civil society members that focused on the following questions:

1. *Leaving No One Behind:* How can we bring the valuable experiences from women’s civil society around reaching marginalized rights holders into government and inter-governmental spaces?
2. *Capacity Development:* What kinds of support does women’s civil society need most and how can grant making contribute towards this?
3. *Learning from What Doesn’t Work:* What has and hasn’t worked regarding grant making for women’s civil society? What should we do differently?

In total, 28 people from around the world participated in the online discussions. The discussions were fuelled by the launch questions and expanded into other discussion realms, where some interesting points were raised. The following summarizes the main points from the discussions.

How Grants should be Delivered

- It is important for those who are providing the grants to give the grantees opportunities to **lead the initiatives and make their own decisions**. Funders should not impose their own ideas or ways of working on the grantees. Grant-makers should also ensure that they have an exit plan in order to hand over the responsibilities to the grantees.
- Grants should be delivered in a way that helps **bring women's rights actors out of their silos** and encourages them to work towards a “consolidate, collaborate, and not compete” outlook.
- Grants should be delivered in a way that women are **involved in the design and implementation** of the initiative from the onset.

The Kinds of Grants that are Most Effective in Advancing Women's Rights

- Grants that **help women to come together to multiply their resources** have huge potential to positively impact the lives of women. The Skokvel example in Southern Africa could be useful to learn from where women work together to multiply their groceries, finances, or material possessions.
- Grants need to help **raise awareness** about women's rights and motivate people to get involved and create change. Quote: “Women's civil society needs education, inspiration that they are not alone, that there is a possibility to succeed”.
- Grants should be focused more on supporting **processes** than specific projects. Quote “ I have been frustrated by how difficult it is to get funders to invest in the process for change even when they can see the impact. Instead, we find a greater willingness to invest in specific areas - women's health, domestic violence, etc. I would love to see greater investment in the general process of empowerment and capacity development”.
- Funding grants must be accompanied **by learning opportunities and education** in order to make an impact in women's lives. The money needs to lead to something that can make a sustainable long-term change. Women are interested in learning and maximizing the opportunities around them. Any kind of education that women receive must be applicable to their daily lives and help them to harness opportunities.
- Grants should be accompanied by **mentorship and networking opportunities**. Quote: “I believe that to obtain the biggest possible positive impact out of a grant it is key to connect the grantee with the right people to help her succeed”. A network that can help the grantee with on-the-job learning and that can provide guidance and support to make the most of the grant would be useful.
- Grants should advance women's skills in **advocacy, communications, and fundraising** to bolster and amplify their existing efforts to influence gender equality policy and programs in their countries.
- There is a severe lack of funding for women's civil society specifically doing **advocacy**. Quote: “funders are still not investing in such work because the path to impact is longer and less tangible than funding service programs”.
- Grants should support **workplace-sponsored child care** in low and middle income countries.
- Emphasis should be placed on **core funding**, where possible, based on women's rights organisations' plans and budgets, and provide **sizeable grants**. Quote: “small amounts of money can stimulate innovation but do not enable vital expansion, scale-up and strengthening of organisational and operational capacity”.

Who should Receive Funding Grants

- Grants should be given to **grassroots organisations** to help them influence political decisions. Quote: “funding grassroots advocates and their organizations directly to ensure that the most diverse groups and marginalized rights holders have their voices heard in decision-making spaces at all level is fundamental to creating transformative change”.
- In order for grants to be effective, the recipients need to have the **capacities and motivation** to make good use of them. The women who are the furthest behind may not be in a situation where they can make effective use of the grants. Perhaps a solution to this could be to provide grants to women who have the necessary capacities and motivation but who also can engage women who are the furthest behind. Quote: “For example, a grant could come with a fund to hire someone in a vulnerable position and train them, or the grant could also provide access to a network that allows vulnerable women connect with women entrepreneur and learn from them”.
- **Women’s rights organisations**, particularly those led by and representing marginalised women, are uniquely placed to drive forward the Leave No-one Behind agenda. Quote: “Women’s Civil Society experience can be a great influence in reaching the marginalized in the communities because they are closer to the grassroots and understands the pains and stigmas they pass through in their work place. Women’s Civil Society can help organize women into groups or cooperatives, build and strengthen their capacity, empower and give them voice to influence their case”.

Link to the Empower Women Online Discussion Platform and the Discussion Launch Video:
<https://www.empowerwomen.org/en/community/discussions/2017/10/how-can-grant-making-better-support-womens-civil-society>

Summary of grantee self-reviews insights

Num ber	FGE Grantee	Question 1: Impacts of your Work	Question 2: Strengthening the capacity of women's civil society.	Question 3: Connecting with others	3. 3. Transformational support	4: 4. 4.	Question 5: 5. Leaving no one behind.
1	Cotidiano Mujer	<i>What difference did support from FGE enable you to make, and what did you learn along the way about how change happens? Is there anything you are particularly proud of?</i> The main difference that was made by our work was installing the idea of "parity" in the country's political landscape.	<i>What did the experience of working with FGE teach you about what works and what does not work in strengthening the capacity of women's civil society? What is the greatest need in terms of capacity building?</i> In order for capacity building to work, it is necessary to stretch the reach of the initiatives to a national level. The former can only occur when there are enough economic resources along with an autonomic approach to the organization of all women in the territory.	<i>Do you have evidence or examples of FGE support helping strengthen the women's movement beyond just your organization?</i> The FGE has played a central role in allowing for Cotidiano Mujer to articulate a shared learning process with different feminist projects in the region, i.e. in Bolivia and Brazil, which has contributed to strengthen the multiplicity of voices of women and feminist movements across the region.	<i>Did the support from FGE enable you to make any breakthroughs either in terms of your programming or the sustainability of your organization?</i> Sustainability of organizations does not exclusively depend on economic resources but also, and maybe even more so, on the political will and engagement of their members. In our case, support from FGE only allowed us to pay half the salary of our administrative officer. The sustainability of our organization depends more on the initiatives we implement and the engagement of our members.	<i>Do you have evidence or examples of FGE support helping you to reach the most marginalized groups of women, men or children?</i> The most important support FGE is providing in this sense is the economic and political empowerment of women because of the impact these two elements have in increasing their effective participation in the democratic process and the defense of their rights, which is critical in the fight against inequality and marginalization.	
2	ONEF	<i>FGE support addressed barriers to women's economic participation. Women received technical</i>	<i>Women participants were provided with technical training and materials. Now women are able to produce their</i>	<i>The FGE project brought together women from the east and west of the country. This interaction was particularly useful in</i>	<i>The FGE project helped the organization raise funds with other funders, including the PAD from</i>	<i>The fact that the project was very inclusive at the community level meant that it strengthened social</i>	

		<p>training; were provided with tools to manage climate change; were provided literacy training; to open bank accounts; and to sensitize the population around women's rights. This support helped women gain an economic income and participate in the public spheres within their communities.</p>	<p>goods and transport them using motorcycles.</p>	<p>terms of economic exchange.</p>	<p>Australia and the local UNW office.</p>	<p>cohesion and peace within the community.</p>
3	Mothers School Society	<p>The organization provided training to mothers who stay at home (especially young mothers); provided support to women and child with social psychological health problems; increased the participation of women in political and social domains; empowered women economically to reduce poverty levels; targeted women and children with disabilities through special programming; increased and widened the capacities of children. The project established units of community mediation where women can submit</p>	<p>The organization provided 120 hours of training to civil society organizations around the themes of conflict and mediation. We also worked with civil society organizations to help them change their perceptions around gender and gender equality to make them more sensitive to women's needs. A need in Palestine is to strengthen the unity between civil society organizations (the project succeeded in creating an alliance between 30 organizations).</p>	<p>The program built partnerships with women's civil society and government institutions (such as the Ministry of Labour, the Chamber of Commerce) and employment unions in Palestine. The organization signed 30 agreements with partner institutions to create a strong and sustainable programme. It was particularly beneficial to bring these organizations together so that they could discuss what is their common vision for achieving gender equality.</p>	<p>The organization would like to expand to other parts of the West Bank and to Gaza. They need more regular and long-term funding to do this.</p>	<p>The program targets young mothers who have had to drop out of school; children below the age of 18; women and children with disabilities; the elderly; and abused women.</p>

4	ANaF	<p>complaints about violations against their employment rights. The organization also provided training to the women about their rights as well as their employers. The organization also worked with government officials to help them address the complaints raised by the women.</p> <p>The working conditions of women in agriculture have improved. They have access to more resources and materials. The children of the women participating in the project are enrolled in school and are taken to the doctor when required. Change happens when women are able to have a more productive dialogue with their husbands and when the woman is more appreciated at home. Gaining some revenue changes the household dynamics.</p>	<p>Not only do women in the project make an income for themselves, but they often use some of their income to contribute to community projects, which increases the value and appreciation that the community places on them. The biggest challenge that the project faces is due to resistance from men towards change. Male engagement in the change process is crucial. Women need more access to resources (i.e. land, financing, tools, training, technology, social services, etc.). As well, the judicial environment needs to be favourable to women</p>	<p>ANaF is now partnering with other organizations, such as CARE, to increase the profile of its work nationally. Now the ANaF is known throughout the country.</p>	<p>The project helped to set up a framework where local organizations work together. This framework will exist after the end of the project duration.</p>	<p>FGE funds went to highly marginalized zones (physically isolated or separate from the rest of society).</p>
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			and gender equality laws need to be implemented. In terms of capacity building that can help strengthen the organization, the organization needs to have a strong understanding of GEEW concepts and be confident in discussing them. The second area in need of further capacity development is the institutionalization of organizations (in terms of HR, materials, etc.).			
5	Homenet Southeast Asia	The project provided trainings to help avoid disasters and prepare for disasters. Now, the equipment is ready so that when storms come, people are prepared. Trainings were also provided around the themes of occupational safety and health. The project also focused on providing housing.	No answer	Through the project, women are able to assist other women in filing legal cases against domestic abuse.	No answer	No answer
6	ATRAHD OM	Video provided BUT NO SOUND	Video provided BUT NO SOUND	Video provided BUT NO SOUND	Video provided BUT NO SOUND	Video provided BUT NO SOUND
7	RedHabit at	The change that occurred was the visibilization of women that work in the construction sector. We	One of the keys to strengthening the capacity of women's civil society was to widen the	32 articles regarding women's rights were included in the new Bolivian Constitution from	The project of women in the construction sector has in itself enabled Red Habitat	We have abundant information that confirms that our project contributes to bringing

		<p>were able to carry out research and find out what reality was like for women in construction, hence identify what their main needs were and work with them in improving their quality of life altogether. This is a project that has a very high degree of visibility and people from all over the world write to us to learn more about the experience, many of them wanting to reproduce it in their countries.</p>	<p>scope of the organizations involved in the project. The support from the FGE was central to achieving this. Capacity building can only be sustainable if efforts are deployed in an organized and articulated manner so as to work with women towards the respect of their rights and their inclusion in society as full citizens.</p>	<p>which several secondary norms and regulations have stemmed. Since much of that work is currently undergoing, the input from women's civil society is central and support from FGE has allowed for Red Habitat to participate in different multisectoral boards and think tanks such as the Committee in Support of the Women's Legislative and Political Agenda and RENTE that actively develop and propose initiatives and policies that advance women's rights, especially regarding women's labour rights.</p>	<p>sustainable development and improvement of conditions of living to groups of women who are socially and economically marginalised, i.e. indigenous women, women with several children and even in many cases grandchildren, who lack of real chances of earning a living that ensures their subsistence and that of their families.</p>	
8	Atikha	<p>The FGE funding helped the organization assist migrant workers in preparing a plan to return to the Phillipines (because they were struggling to save money and because their families at home had become highly reliant on remittances). The organization provided financial training to migrant workers and those stakeholders in the</p>	<p>What worked well is that the project reached those workers working abroad as well as their families living in their communities. The project not only built the capacity of the workers to save and invest their money but it also worked with their families to help the families better manage the money being sent home and to help the family to become less</p>	<p>The project partnered with government entities at all levels. Local governments provided resources and support to train the migrant workers' families. The project has also partnered with the private sector to provide support to the migrant workers to help them save and invest while abroad.</p>	<p>One of the breakthroughs that the project witnessed was in establishing a partnership with the Ministry of Education to provide support to children left behind by migrant workers (known as "The School Based Programme".) As part of the program, the teachers mapped out which students are in this situation and where their parent or parents are</p>	<p>This programme targets vulnerable migrant workers and their families.</p>

		<p>Phillippines who relied on remittances. This training helped migrant workers to save and invest so that they could return home. Workers were able to organize themselves into a formal group to support each other through the savings process and to encourage other migrant workers to join them.</p>	<p>dependent on remittances.</p>		<p>working. This provided Atikha with vital statistics on the whereabouts of migrant workers and allowed them to contact the workers. Another programme breakthrough involves the participation of the local governments. The governments are willing to become partners with migrant workers in Hong Kong and Singapore so that they can create a joint programme to help them with their return. This means that the local government is willing to provide resources, skills training, etc. to support the workers.</p>	
9	<p>Cultural Humanitarian Fund Sukhumi (CHFS)</p>	<p>FGE funding helped the organization to articulate why gender-sensitive policies are necessary at the local level. The project established gender equality councils and demands were made to advance laws on GEEW. The project also supported research around gender needs, which have helped to demonstrate why more gender statistics are</p>	<p>The capacity of the CHFS was strengthened in many ways, including its use of the media to advocate for its cause. Through the project, the organization learned that establishing GEEW-sensitive laws in insufficient for real on-the-ground changes and that civilian monitoring of these laws is required. Political actors need gender-sensitive</p>	<p>The organization participates in a gender equality commission, which is supported by FGE. This commission focuses on gender equality, gender based violence, and violence against women. FGE also supports other local organizations.</p>	<p>The organization has experienced increased experience and ambition in terms of gender mainstreaming and political reform. There is an interest from local governments to receive gender equality training from civil society but there is a lack of resources to provide this.</p>	<p>Increased gender budgeting will benefit marginalized groups. Plus, some research was carried out to identify the needs of marginalized groups (which include single women, children, women and children with disabilities, the elderly, and those who are socially unprotected). The needs of victims of gender</p>

10	AWARE and SP	<p>necessary. As a direct result of the project, more sex disaggregated data is collected at the local level. Local government budgets are now more sensitive to gender and support initiatives to stop gender-based violence, to support women and children, etc.</p> <p>With FGE, Aware and SP was able to form a working relationship and a network with other women's NGO in the region such as Sisters in Islam, Rahima, Fahmina, Kalyanamitra, AJI etc. In Singapore, without FGE, we would have been unable to form a community of like-minded individuals who share the same values on gender equality and women's rights. We would not have been able to organize our regular talk series Ramadan Talks, which consisted of presentations and discussions of gender-equitable interpretations of the religions. After 3 cycles of Ramadan Talks, there are now many</p>	<p>training. The government needs to implement long-term socio-economic development programmes for women.</p> <p>Through working with FGE, we were able to consolidate our knowledge and integrate a religious perspective on women's rights in Islam. Previously, we did not have the resources and capacity to advocate for women's rights from the perspective of Islam but the support of FGE have build our capacity to offer interpretations of Islam that are more gender equal.</p>	<p>With the support of FGE, we were also able to hold conferences with NGOs in the region which helped build a network of like-minded organisations in Singapore, Indonesia and Malaysia. This helped facilitate exchange of knowledge and strategies.</p>	<p>Within AWARE as an organisation, FGE brought about a change of perspective. Previously, as a secular organisation, we had refrained from promoting gender equality among those who identify with a particular cultural tradition. However, in the process of implementing this FGE programme, we came to realise that the violation of women's rights cannot be excused in the name of any culture or religion. The FGE programme also helped our non-Muslim staff to be aware and familiar with issues affecting Muslim women. This has strengthened our capacity and resolve to reject the official use of</p>	<p>based violence are also considered during the gender budgeting.</p>
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regulars who attend not only these Talks but also other events that we organise, with some becoming volunteers and allies. Without FGE, we would not have been able to set up safe spaces in the community. We facilitated the setting up of two support groups: (i) Single and Single Again Peer Support Group (SASA) for Muslim single mothers and unmarried women (ii) Penawar, a peer support group for Muslim women and girls experiencing trauma due to religious fundamentalism. With support of FGE, Aware established itself as a provider of a safe space for discussing progressive ideas, a role it previously did not have.

In Indonesia, through the FGE programme, we were able to develop a training module for religious leaders, community leaders and journalists to increase their understanding on CEDAW. We were able to form new partnerships

cultural relativism to justify Singapore's reservations placed on CEDAW Articles 2 and 16.

In Indonesia, FGE has contributed to change in Solidaritas Perempuan as an organization, particularly in strengthening our understanding of the issues, in developing strategies for collaboration and in expanding cooperation with other organizations. Internally, this FGE programme strengthened SP in the promotion of CEDAW and a culture of gender justice throughout the organization's work. This further strengthened consolidation, interaction, discussion, knowledge and collaboration among SP's programmes and divisions, particularly in the use of CEDAW in advocacy work to encourage policy changes in various contexts.

<p>11 Pak Women</p>	<p>with these NGOs and strengthened our relationships with them. FGE has enabled us to have better co-operation with other NGOs and also increase our reputation among CSOs of SP as a resource for women's issues in Indonesia.</p> <p>As a result of the project, women parliamentarians formed a women parliamentarian caucus and brought together political parties to work on gender issues (including gender budgeting and pro-women legislation). The FGE project was the foundation that allowed subsequent projects funded by USAID to take form (which focused on the capacity building of women and men parliamentarians). A women's help line was also established.</p>	<p>It is crucial to use local expertise to create impact (parliamentarians need training on local laws and processes, etc.). Building the capacity of parliamentarians is not sufficient to create change. Change also happens when networks are built and strengthened (it is particularly necessary to support grassroots networks that help inform women of their rights and of any pro-women legislation). There is a need to build the capacities of women-led civil society, particularly in terms of linking them to key government departments to support their access to</p>	<p>The women's parliamentary caucus brought women politicians together as well as other politicians who are interested in advancing gender equality.</p>	<p>FGE funding helped Pakwomen expand its work to the national level and to receive additional funding from other donors (improved resource mobilization).</p>	<p>Pakwomen has been able to reach women at the grassroots level within 25 districts who lie outside of the mainstream. Pakwomen also works with minorities, third-gendered people, youth, and women with disabilities. Pakwomen is working with a research institute to understand how to better engage women with disabilities in the GEEW agenda. Pakwomen organized a congress with marginalized women from all 25 districts so that they could identify their priorities in terms of creating legislation to meet their needs.</p>
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information, resources and people. Women-led civil society in Pakistan needs support to develop new pro-women legislation and support to understand and implement existing legislation (especially where the gaps are in terms of mainstreaming gender within the existing legislation). Women-led civil society needs support to help them identify gaps and opportunities. In terms of capacity that has been built because of the FGE project, the women's caucus has been strengthened. They meet and share experiences and ideas on a regular basis and their voice has been strengthened. Pakwomen's capacities have also been strengthened and they have shared what they have learned with the women's network at the grassroots level.

12	Banteay Srei	Through our broad project's interventions, target women have	Under FGE grant, we have increased our capacity in agriculture	FGE grant provides space for women farmers and	The project contributes for the sustainable community by increasing	The FGE project's interventions has changed the lives of many poor
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increased their income generation opportunities and improve their food security and employment. We equip them with agricultural knowledge to increase their productivity which led women improve their income and food security. Some of our target women received vocational training and they have increase their access to employment opportunities and other relevant training to enhance their communication and negotiation skills also increase their entrepreneurial capacity which contribute to increase their access to self-sustaining income for themselves and their families include children. Through our work “women are empowered and non-financial dependent, men are engaged to address gender inequality issues and recognized women expertise” where we proud of.

and mobilizing women for better economic development. Women networks are strengthening at local and national levels. However, food production, marketing and women entrepreneurship or social enterprise seem not work well and we would like to seek capacity building on these areas.

vulnerable and poor women to work together to improve the economic situation at households and community levels. Moreover, it also strengthens good relationship and collaboration among CSO and government services. It is due to the project work as partnership with them such as Friend International, CARITAS, Techo Sen, AVEC, Poly Technical Center, and Prey Kon Kla center to provide vocational trainings to women beneficiaries on salon, cooking, cloth designer (tailor) and electrician. 23 (Siem Reap: 9, Battambang:14) women graduated from VTC. 14 (SR: 7, BB: 7) out of the 23 women trainees have access to vocational employment. The average monthly income is from 90USD to 250USD per woman from vocational business/employment such as catering services for wedding reception,

several of community women to be women farmer trainers. Women Farmer Trainers are community resource persons to provide new agriculture skill training to other community women trainers. It increases number of women to take some social role and increasing collective action for economic development. A result of project so far, there are 15 women out of 96 target female farmers were received ToT training and become agricultural trainers. 10 among them confidently delivered training to female trainees successfully, nevertheless the other five women trainers still requested back support from Banteay Srei staff, though they provided coaching support successfully to female target farmers.

Furthermore, the project interventions have enhanced women in employment or self-

rural women to better, from unemployment to self-employed or able to produce income for their families, and seeing their bright future through their commitment rather than doing nothing. When women have their own income and business, men and children are also benefits from project. For instant, Ms. Soung Pen, 45, is one of ten outstanding women beneficiaries in Siem Reap who were strengthened employment capacity by program. Before participate in Banteay Srei’s program, Pen didn’t have income generation and spent most of her time siting at her neighbors’ houses talking about other people. Pen, a widow with four children, was economically depend on her son who migrated to sell his labor out of Cambodia. She was engaged in Banteay Srei’s programs during mid-2016 through applying her application.

<p>contracted chef of hotel, working in a local salon shops (BB), and working in the garment factory. One among the 23 women is running her small food shop at her home to serve breakfast, lunch and dinner to her villagers. The rest of 8 women (5 in BB) out of 23 women have utilized the vocational skills and knowledge for earning income seasonally with average fee from 5USD to 10USD per full working day.</p>	<p>business generation income which is difference from before (the program started) that those women did not earn any income. When women earn living income constantly, their leadership seems to be increased automatically in self-confident, self-management, relationship within family and communication in community. A cleared evident demonstrates that men attempt to help their partners and give better tolerance when the women able to produce income for family. For instant, Ms. Molika, 36, from Battambang who received agricultural training from Banteay Srei, focusing on mushroom seed creation reported that her income is increased at least approximately Riels 20,000 (USD) per day after she used the acquired knowledge in her business. Her husband, a local policeman, changed his behavior after seeing her</p>	<p>She has acquired several agriculture trainings and coaching, conducted by BS as well as CFs at her village, on agriculture techniques to grow vegetable, prepare soil, raising pig and chicken etc. She got support on the technique and inputs to build chicken banks, and supplied hens by Banteay Srei at the starting point. So far, she has utilized the acquired knowledge into daily practice. She is growing for sale the various kind of vegetable and watermelon. Moreover, she has raised domestic animal for meat such as pig and chicken, and she could sale her chicken frequently for her income. As estimate, she reported that she could earn from selling chicken and vegetable around 100,000 riels to 150,000 riels (USD25 to USD37.50) per day. Her son who supported her last time returned home and help her doing the agriculture business beside his migration</p>
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13	Central Asian Alliance for Water (CAAW)	<p>The project supported by UN-Women Fund for Gender Equality "Improving the political and economic access of rural women and youth, involving them in regulating drinking water management." was successfully implemented by CAAW in 2012-2014.</p> <p>The purpose of this project was to support rural women and girls, representatives of various nationalities to take leadership positions in local government structures, in particular in water - organizational communities.</p> <p>One of the main political tools for rural women in this project was CDWUUs (Community Development Water Users Union). Using the</p>	<p>Within the framework of this project, Advocacy Information Campaigns, entitled "Women's Initiative - the Key to Success", was organized in 25 villages of 3 regions of the South of Kyrgyzstan to promote the position of women in the decision-making processes at the local level, to increase the participation of women in the socio-political life of the village.</p> <p>Especially in matters of providing the population with potable water, in improving the work of the CDWUW through cooperation. This project contributed to raising the skills of women and girls to improve work with the population and local self-government through</p>	<p>Within the framework of this project, a platform was created between the population and the local self-government bodies where the Initiative groups of women were set up an important information platform. In many villages, for the first time, women have taken the initiative to address the issue of providing the drinking water population at the level in the decision-making processes and have received support from the local self-governance bodies. As a result of which:</p> <ul style="list-style-type: none"> • Twenty joint plans with ayil okrugs and local keneshes were developed and approved on drinking water and gender issues 	<p>busy time with self-business of selling mushroom seeds and growing mushroom. Therefore, he has tried to allocate his time as much as possible to help her household chores and business works.</p> <p>➤ Within the framework of the project, seminars, meetings and round tables were organized by the deputies of the local kenesh and ayil okrug. The result of 25 villages in 9 villages from among the members of the UHL were elected chairmen of the Women's Councils.</p> <p>➤ Within the framework of the project, round tables were organized at the level of district state administrations, as a result of which 6 memorandums with district administrations were signed and cooperation was established.</p> <p>➤ One district administration was proposed by the akim to appoint the leader of the</p>	<p>work. The significant change made her became the popular role model farmer in the villages who willing to share her knowledge and experiences to her neighbors.</p> <p>This project introduced radical changes in the villages with strong religious rules, where women were not attracted to participate in the social life of the village.</p> <p>One example is in the village of Pakhta-Abad in the Aravan district, the leader of the women's initiative group Kadirov Sahib made a stir in the manifestation of the activity of women with strong religious views. She and her members began to hold meetings and initiate public gatherings that united women. The UHE analyzed the problems of the village and raised the issue of building a kindergarten. This issue was one of the necessary needs of the village, since</p>
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CDWUUs, they strengthened women's leadership and lobbied them in the decision-making processes at the local level (starting the participation of women in approving the tariff before and participating in the formation of the annual budget of the Local Authority).

This program focused on the following categories of activities:

- Activities designed to promote economic and political self-sufficiency, giving women access to safe drinking water.
- Activities focused on the participation of women in politics and public administration.
- Activity on the ability to build and train women in women's leadership and in rural water organizations – CDWUUs.

This program supported 875 women and 375 girls from representatives of different nationalities to take leadership positions in local

negotiations and joint work in 25 villages.

Unexpected results were the result of the information campaign conducted by Advocasi, the opinion and attitude of the population towards women changed. Since before they perceived women's leadership negatively and with the arms of achieving certain political directions in this situation there was no political direction, the main goals were to achieve the provision of quality drinking water which is one of the important problems of the village.

Within the framework of the project, women gained the confidence and recognition of the residents of which began to be nominated to the deputies of the Aiyl Kenesh. This approach was one of the right approaches to lobbying women's participation in decision-making processes.

jointly with the Women's Initiative Group.

• In 25 villages, members of the UHI conducted analyzes on rural women's access to safe drinking water and on the institutional and technical status of the CDWU and the analysis was presented at sessions of the Local Kenesh.

• As a result of the raising of water issues at the sessions of the Local Kenesh in 15 villages, the relevant decision was taken to improve the state of the CDWUW to provide drinking water to the population. Two leaders of the IGYH on the re-election of Local Keneshes became MPs. Joint plans have been drawn up with the local self-government bodies and the CDWU and the local Kenesh.

The scope of the project was large, the interest of the population was felt, as they enthusiastically participated in all events organized by groups of women leaders. In the

IGJ as the district coordinator of the OSSPV.

➤ Assistance was provided to LSG in the implementation of 50 advocacy initiatives:

➤ in 2 villages for the installation of reservoirs, 6 washbasins, 1 shoe shop, school radio, and offices for the opening of inf. The centers.

➤ Note: Thanks to the implementation of the EIA, thanks to LSG, thank-you letters were received from 20 A / O, 6-district state administration, 5-local Kenesh, 10-school administrations.

Within the framework of the project, 25 joint plans were signed by the UWWU together with the CDWUW. As a result: CDWUUs in cooperation with WIG was organized and conducted in 25 villages.

As a result, in 5 of the CDWU, women were appointed as directors by the IGJ.

as the majority of children the beginning of seasonal field work is left by parents from relatives or from senior members of the family.

With this goal, the leader and members of the team made a proposal to rebuild the old abandoned building, which no one had looked at for years. The initiators of the idea turned to the head of aiyl okmotu Sh. Fayzullaev, the speaker of the rural kenesh M.Mamasaidov and the only woman-deputy of the village M.Tillevaldiyeva with these questions. They, in turn, considered the issue at the session of deputies and passed a resolution "On transferring the building to the balance of aiyl okmotu, on the construction work of the kindergarten."

With the help of women's organization, the old building was repaired in a sham way. Thus, they reached the set goal and were able to open 75 local kindergarten

government structures, in particular in local self-government and water-organizational communities in 25 target villages in 3 pilot regions of the South of Kyrgyzstan.

The program assisted in promotion of gender equality in target villages through building women's confidence and skills in becoming candidates and leaders in local political institutions, and paving the way for changing established gender stereotypes.

The positive change was with Zhana-Zher leader of the IGJ Kurbanova Seilkan who had not previously participated in any public events in the village, had no higher education was a simple housewife. The first steps to participate in public life began with her project. It was the first time she had taken trainings and became a coach, to take responsibly to her work if she had not previously been familiar with the work of the ISPRW structure.

Now she began to conduct explanatory work among the population and raised the initiative to change the structure of the CDWU, as a result, 12 women of the IGJ were included in the CDWUW. OSSPVO began to work actively and she raised the issue of providing drinking water to the kindergarten at the level of the rural

initiative work organized by women, representatives of the Aiyl Okmotu took part, the population participated in the Ashary and collective works.

Particularly aroused the great interest of the Caravan, entitled "The Woman of the Mirror of the World - pure drinking water is the source of life," where women wearing white headscarves, along with young people in the same clothes, conducted explanatory work.

Together with the local self-government bodies, actions were organized where over 500 people participated, where flash mobs and puppet shows were organized.

The impact of the project was that if earlier women were not actively involved in the social life of the village, then now women have learned at the village level to raise

- The membership of the Revolutionary Committee was 27 members of the NGO,
- The Board included 55 members of the IRU.
- The structure of the OS included -50% of women.
- 2 villages on the initiative of women were established by the CDWU.
- A legal analysis was carried out in 3 CDWUAs as a result of which it was proposed to supplement and amend the Statutory documents of the CDWUW.
- Based on the results of the joint work of the IGJ and the CDWU, a visit was organized to the deputies of the Parliament, which raised questions on improving the structure and sustainability of CDWUW.
- In 25 villages Together with the members of the IGJ and the CDWU, 50 Advocacy Information Initiatives were written and implemented.

"Rainbow". With the opening of the kindergarten, the unemployed women of the village were provided with work. This successful history showed where women in society with strong religious views were not involved in the social life of the village, were able to solve the acute problems of the village, in societies with strong religious views. The purposefulness of this project was to attract and actively participate women in the social life of the village. Within the framework of this project, the Advocacy Information Campaign "Women's Initiative - the Key to Success" was organized, which aroused a resonance among women with strong religious beliefs. They went to the Caravan to conduct explanatory work among their villagers. They began to get involved in various activities such as marathons, contests and

district as a result of the pupils were provided with drinking water.

This moment she created and directs the groups of women with whom she works, has acquired the skills to lobby for women's interests. Especially for the first time she had the experience of negotiating with state structures and raising village problems at the level of decisive structures.

issues and advance their interests. Young people received an incentive to further initiate and work in partnership with adults.

It should be noted that the attitude of the inhabitants to not only women but also youth has changed in a positive way. The first stage of the project raised the solidarity of women that is important for women, they realized that women's initiatives should be promoted and supported by women themselves, otherwise the initiative does not get support from men.

exhibitions organized by women themselves, as a result of which they acquired self-confidence and, on an equal footing with men, they started, go out on Saturdays and collect water tariffs.

The same change was in the village of Orozbekov in the Kadamjai district where patriarchal views and rules in society are still preserved.

At the initiative of the NGO leader Gulbara Nazhiev, raising the issue of providing the population with drinking water could raise women's initiatives through which the patriarchal view of men towards women changed. One of the first on the issue of revitalizing the work of the CDWUW was raised by the members of the UWP within the framework of the project. To change this situation, she began to study the situation of the village on water supply and negotiation with key villagers who

had the opportunity to solve this problem.

It should be noted that this village refers to the patriarchal system and in the village all issues are decided by men especially by the informal village authorities and there are key people who make a definite decision. In the village of Kuldu, one of the local authorities is Zhusup Biy through which the main issues of the village are solved. Therefore, she found access and convinced to support the initiatives of women who will contribute to the solution of the issue of drinking water.

As a result, the question was resolved positively, in the village marginal views changed the attitude towards women. Unexpected results in these villages were the activity of young people who raised ideas on improving the provision of drinking water to the population. They

14	Cambodi an HIV AIDS Education and Care	The support from FGE enables CHEC to experience in strengthening the capacity of youth, women and men to work together with local authorities in the dissemination of information and services to the wider community, youth groups and marginalized groups so that they can sustain the project activities within	With the “Strengthening Economic Livelihood Opportunities for Low Income and HIV Positive Women” (SECLo) project funded by UN Women, we have built the capacity of women within 8 Community Based Organizations in 12 provinces and 3 Government Agencies (MoWA, Mol, NAA) increase their capacity to	We have conducted a regular quarterly meeting among NGO partners and until now the collaboration between partners’ organizations still continue. Prior to project end, several meetings were conducted in 12 provinces with the District AIDS Committee, District AIDS Office, Operational District, District Women’s	We started the gender mainstreaming project into HIV/AIDS since 2013 with other funding partners until now. As experiencing from the FGE, the programme has reached over 1,300 women, providing them with livelihood skills-training and grants to kick-start their own businesses, as well as health counselling and	organized raids on each street where they conducted explanatory work among the population at the same time collecting tariffs and photographing each column of the street. As a result, according to the received material and the results of the survey, a photo exhibition and competition on the topic "Drinking water through the eyes of youth" was organized. It gave people a sense of responsibility, they saw the situation and condition of drinking water and the attitude of the inhabitants to drinking water. Providing much needed training to communities is our core service. CHEC focuses on ensuring that basic human rights and specifically HIV/AIDS education is easily available to individuals and communities, particular the most vulnerable. We strongly believe this is one of the most critically effective strategies to combat the
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their own communities. So far, the intervention of the program includes production of TV debates, community forums at community level have provided the opportunity for school youths and community people at all age express opinions and accept to change behaviour in relation to sexual reproductive health and sexuality. Our staff are well expertise in the provision of training to these target groups on Sexuality, Gender, Reproductive Health and Life Skills for many years and conduct interactive peer-to-peer through the peer gathering at the community level. Over the past years CHEC engage with men and boys through sports events (volleyball contests) to disseminate the information on gender and encourage and assist women subjected to, or at risk of, gender based violence to contact Commune Council for Women and Children,

initiate a coordinated multi-sectoral response to strengthening economic livelihoods for HIV positive and low-income women at the end of Year 2, compared to before the project started. All staff implementing the project receive regular on-the-job training and feedback, including briefings on the progress of their activities against project targets. What work well since working with the UN Women funded project, CHEC had great experience in the provision of regular monitoring meetings with 8 Community Based Organizations in 12 provinces, provided them with updates on project progress and collected their feedback and suggestions to share with other NGO and Government partners at the meetings. The difficulties in strengthening the capacity of women's civil society is to ensure that

Affairs Office, District Governor, Home Based Care Team Leader and representative of HIV positive women. The objectives of the meetings were to find the problems, challenges and solutions, and to find the strategy to strengthen the sustainability of the project. The results showed that the development activities must be integrated into the Commune Investment Plan or Commune Development Plan in order for the government authorities to continue providing support, although the authorities were interested in doing this.

home-based care services. Through the Self Help Group meeting, they have also increased awareness of their basic rights and developed their abilities to advocate for those rights. Besides, it is a good opportunity for CHEC to get into the current GBV programme and support the GBV victims in 4 target districts of Cambodia. The final evaluation of the programme, which concluded in March 2013, indicates that beneficiaries are now generating more income, are committed to continue and expand the livelihood activities, and that their families have better nutrition and food security as a result.

spread of HIV/AIDS, reduce domestic violence, and protect the vulnerable. Since inception, more than 10,000 people have benefited from receiving CHEC's HIV/AIDS training in seven key operational districts of Cambodia.

CHEC currently runs three main programs

- Youth Program that supports vulnerable youth and helps them become leaders amongst their peers
- Gender-Based Violence Program with over 4,500 direct beneficiaries
- Home-Based Care Program that includes livelihoods and economic empowerment

	<p>District Women's Affairs, or other NGOs for support. Besides, CHEC also provide technical support for the Commune Council for Women and Children in their role to support women subjected to, or at risk of, gender based violence, and link with the police service. We have strengthened networks of government authorities, NGOs and religious leaders providing support services to women subjected to, or at risk of, gender based violence. CHEC is proud to be the first player who leads the initiative on the linkage of Gender, GBV and HIV services.</p>	<p>all partners and activities are co-ordinated and work in together to achieve the project goal. Gender mainstreaming into the programme is very important work and the greatest need in terms of capacity building.</p>			
<p>15 CDE Paraguay</p>	<p>The possibility to work in a sustained manner on processes that need some consistent support throughout time in order to achieve change among domestic workers. Building alliances with different organizations and the multiple activities that stemmed from these alliances have</p>	<p>Developing women's own voices and political agency in order for them to reflect on the strategies to improve their current situation. The idea is to provide capacity building of women that effectively enables women to develop and improve on their capacity to be</p>	<p>The activities regarding parity have been organized in association with diverse CSOs and they have proven to have a multiplying effect as demonstrated by the current discussions around parity in political institutions as a result of the agenda pushed by women's civil society.</p>	<p>The CDE has been strengthened through alliance-building with a diversity of CSOs with whom common objectives have been set and technical capacity is shared. Shared knowledge and M&E have been areas that have been greatly improved within our</p>	<p>There is abundant evidence that CDE works with women that belong to the most marginalized groups in Paraguay. For example, indigenous women from different regions of the country as well as youth from rural areas have been directly aimed by our project. Some of the beneficiaries</p>

	<p>strengthened the movement and support from FGE has been pivotal to multiplying and nurturing these alliances and keeping up the work done through them.</p>	<p>active political actors, an example of this is the Committee to Reach Parity. In addition, other aspects that have proven to work well is the multiplication of trainers so as to maximize the number of trainees as well as concentrating sustained support on the most consolidated areas of expertise of the different organizations in order to maximize the chances of success.</p>	<p>Indigenous and rural women's organizations have been strengthened and in some cases new permanent women's civil society organizations have been created, e.g. in the Department of Concepcion. Equality and anti discrimination movements have also been reinforced and consolidated across the country.</p>	<p>organization. Similarly, FGE's Results-Based Management has allowed for the CDE to improve and systematize internal reporting methods and information management.</p>	<p>have told us that they would have never imagined to sit at the same table as a member of the Congress in order to discuss about their situation and demands.</p>
<p>16 Community Life Project</p>	<p>The program increased women's participation in local politics and helped more women assume leadership positions national political parties. It also helped strengthen solidarity between women from different political parties. Women politicians petitioned their political parties to increase women representation.</p>	<p>What works: It is easier to get women involved in politics at the local level than at the national level. A strategy that worked well was to identify influential women grassroots community leaders and to train them regarding women's political participation and representation. The key is to turn these women local leaders into allies of women politicians to help generate local support to elect women politicians. Petitions were used as advocacy tools. Additionally,</p>	<p>The FGE programme engaged women within local communities, grassroots leaders, women politicians, and male politicians.</p>	<p>FGE's support helped the organization to strengthen its M&E capacities, which helped the organization to better manage the project and communicate results. A stronger understanding of M&E also helped the organization to stay focused on the goal of the project. The organization is using these new M&E skills to better design, manage, and evaluate its work in other areas.</p>	<p>The media outreach campaign (done in women's local languages) helped to engage grassroots women who would otherwise not have been served.</p>

engaging men at the committee level was very instrumental in helping women get more engaged in political parties at the local level. Men allies played the role of duty bearers and gate keepers and were very influential in deciding who could be involved in politics at the local level. Finally, building a network of grassroots women supporters through media outreach (i.e. radio announcements in their local languages) was key to changing women's attitudes about participating in politics and/or supporting women politicians. Capacity Building

Needs: Empowering women politicians to engage within their party hierarchy and with male colleagues, especially concerning political negotiation and networking. Another need is to better use conventional and new

17	Fundo ELAS	The support from FGE allowed the Fundo ELAS to strengthen the capacities of 9 domestic workers' unions, including 50 union leaders and activists across the country. Women working as domestic workers received training on business planning, project development, and IT, as well as technical support regarding workers' rights.	media as an effective campaign tool. The importance of working alliances with strategic partners such as lawyers and journalists was proven throughout the implementation of the project. Also, what works well in terms of strengthening civil society is the support of institutions rather than only punctual support to projects or programmes.	Fundo ELAS has worked with a great number of CSOs and workers' unions as well as the Brazilian Ministry of Work, the International Labour Organization, different women funds, and the National Union of Domestic Workers (FENATRAD). Through this associated work, FENATRAD was able to reach economic autonomy and its institutionality was reinforced, which has been central in the consolidation of the union as a political actor at the national level and the recognition of domestic workers' rights in Brazil	During the implementation of Fundo ELAS' project, the work of domestic workers became recognised as having the same legal standing and value as any other labour activity in Brazil. This historical advance is considered to be partly thanks to the work done by Fundo ELAS' FGE funded project.	Eight million people work as domestic workers in Brazil. Over 90% of domestic workers in Brazil are women, and 60% of domestic workers are black, two historically discriminated groups in Brazil. Through this project, the idea was to bring domestic workers together and out of the isolation they have historically lived in.
18	Institute for Youth Development KULT	The organization works with women in Bosnia & Herzegovina, who are a marginalized group. The project raised awareness about violence against women and girls (which is one of the major issues in B&H).	By bringing women together, they could see that they were not alone and that they are strong enough to stand up for their rights.	Women's issues and youth issues are quite interlinked.	No answer.	Most VAW campaigns target the larger urban centers, so this project focused on rural areas in order to serve marginalized women. In the rural areas, many women do not have an economic income and do not know where to go or who to talk to when suffering domestic abuse.

19	Anabta Women Welfare Society	Created spaces where women would meet outside of the home without a male companion (to practice sports, learn music, draw, read, attend films, etc.). This space has increased women's self-confidence.	Training needs to be longer in duration. They provided training for 3 months but had a smaller number of women received training for 2 years, they could have become coaches, which would have led to greater sustainability.	N/A	Through the FGE project, they were able to build an institution that could provide regular training and house concerts. The FGE's work would be strengthened if the fund focused on a smaller number of projects and provided longer-term support to ensure continuity and sustainability.	The project engaged housewives who were isolated at home. They felt ashamed of their situation and were able to feel empowered as a result of the opportunity to participate in music and social events. One of the participants got a job at a cafeteria while another one writes poetry and has become respected within her community.
20	Network of NGOs of Trinidad and Tobago for the Advancement of Women	FGE support created a platform that was non-partisan and that brought together participants and political leaders from different political groups. In the 2013 local government elections, there was a visible increase in terms of women representing their communities. Many of these women were re-elected in 2016 and are now serving as local government councilors.	Capacity development needs: A pool of politicians trained in GEEW is needed. What works: Having a methodology or approach that is flexible enough to be tweaked based on the community while maintaining its integrity. Documentation and publication of results is important. What does not work: rigidity. The organization's greatest need: continued operational and financial support as well as a commitment from all stakeholders.	The program connected with women who work within and outside of the political sphere. It also engaged women from rural communities.	The project created the necessary space for women to come together to share experiences and perspectives from across party lines. Distrust is a key component regarding the lack of progress in advancing women's rights. So, this safe space was crucial. Trainings, conversations, workshops, and a women's retreat all took place within this space. The value of cross-party communication is immeasurable. Among the most critical support that women political actors need is finance. FGE's	No answer.

21	Coordinadora de la Mujer	The support from FGE was central to strengthening the work that CM was doing since the Constitutional process along with different CSOs, women leaders and institutions. The support from FGE was key in the articulation of a vast array of visions from women's civil society around a unifying agenda.	The importance of supporting ongoing processes with timely funding and relying on the already developed capacity of the organizations that benefit from the funding. All of which has resulted in the empowerment of a pluralistic movement of women around a common agenda with one voice that is recognized by decision makers at all levels. Long term funding allows to support processes and not only isolated initiatives.	Our project is a collective process where diverse interests converge and articulate the most varied groups of women (rural, indigenous, and women from different trade unions).	decision to not provide this financial support was unhelpful.	The FGE funding has been central to unifying and articulating the women's movements around common objectives. The creation of a pluralistic array of women's points of view united towards common goals has also encouraged the replication of our approach, which has become a reference. Structural transformation that has been shaped through this project has in a way paved the way for the upcoming challenges in the next 15 to 20 years in Bolivia.	12 different organizations worked with CM, indigenous women from different areas of the country, mining women, farming women, afrobolivian women and several other groups have been included under the project's umbrella. Also, in the perspective of not leaving anybody behind, the Despatriarchalisation School has been an initiative where women have collectively been constructing the plan of action for the empowerment of Bolivian women. Furthermore, many women that have participated in our project have become elected officials and actively continue to promote and advance women's agenda from their office.
22	ILSB	We have learned that normative change is gradual, especially when we talk about the reality of women domestic	Establishing a horizontal type of dialogue with domestic workers has been a way to better understand their	Support from FGE has allowed for ILSB to work as a bridge to connect with other actors from women's civil society,	The funding from FGE to this project was not significant enough to have an impact in this area. Even more so after	The project allowed the project to aim at the particularly vulnerable group of girls from 12 to 17 years old. School	

	workers which depends on a multiplicity of factors. Working in alliances with different groups from women's civil society and with key actors such as regional and national governments, and particularly with women senators, is another lesson we have learned in the implementation of our project	situations at the time that has allowed ILSB to learn from their experiences and about their needs.	governmental institutions, etc. Organized collaboration with organizations such as Home Fair Home, Rosa Matilde - an organization that works with employers - has allowed us to work in improving employers' knowledge of women's rights and offering better working conditions for women workers.	the initial funding was revised and reduced.	drop outs, teenage pregnancy and substance abuse are among the most common problems many teenagers face, partly due to a lack of adult supervision and social marginalization. Support from FGE made it possible for our project to carry out research on this segment of the population in order to better design and implement actions and influence public policy.	
23	Uraia	The project provided capacity development support to women, which has led to increased women political representation at the national level in Kenya. The organization learned that electing women politicians is not sufficient. Changes in legislation must also occur.	What was worked well: working with marginalized groups (including youth, women with disabilities, and indigenous women) helped achieve results. The training that was provided to the organization by FGE (in April and May 2016) prior to implementing the project was very useful as was the regular and reliable feedback provided by FGE staff. What was not worked: The absence of a legal framework to support gender equality principles and the	Political parties formed gender groups to help raise awareness about gender issues and to implement gender mainstreaming. Increased media coverage of women candidates has also helped to strengthen a culture that promotes women's political participation. The project also resulted in training men on how to support women's engagement in politics and gender-sensitive legislation.	The increase in women's political participation at the national level has been transformational. For the first time in Kenya's history, 49 women were elected at the national level (this includes 3 women governors, 3 women senators, and 23 members of parliament). In terms of sustainability, the organization plans to develop a 5-year project to increase the number of women elected in 2022.	The project included rural villages where women are marginalized. In one village, a village elder helped to mobilize key community members to support women political candidates.

24	AED	<p>Through the project, rural women farmers have been able to increase their revenue. Increased social cohesion among organizations working on women's economic empowerment was an important result. The program was able to put women's economic empowerment on the government agenda.</p>	<p>political parties that remain resistant to women's political engagement. Capacity Development Needs: The organization needs more financial support to implement projects and women politicians need financial support.</p> <p>You must link theory to practice. There must be sufficient financial and material support to create sustainable change. Increased leadership and lobbying skills are the most important capacity development needs currently required by women's civil society.</p>	<p>FGE funding helped to support a lobbying group that pressures government to address women's economic empowerment and women's economic rights.</p>	<p>The organization participated in an FGE workshop to strengthen the organization's administrative and M&E capacity. This training was very useful. Monitoring, reporting, and financial controls were all significantly strengthened.</p>	<p>The program targets rural women farmers. The support that they receive also benefits their families.</p>
25	Egyptian Centre for Women's Right (ECWR)	<p>The organization trained 2,000 women to participate in local elections in Egypt. The idea was that trained women would go on and train other women (cascade approach). The "snowball effect" worked well where one woman would encourage 4 other women to participate. They also</p>	<p>The FGE team provided support on how to improve the project's performance framework. The M&E capacity building provided by FGE (i.e. how to phrase the indicators, etc.) has helped them become more results focused. This is one of the capacity building needs for</p>	<p>The FGE funding helped the organization engage and work with other organizations that are also working on women's political participation at the local level. Therefore, the FGE funding helped to strengthen the work of those organizations as well.</p>	<p>The organization was under threat of shutting down until it received FGE funding. The organization is 100% dependent on FGE funding and the FGE project is the only one that the organization is working on. This is because of the very inhospitable political environment in Egypt towards civil society. The</p>	<p>The project reached out to young women activists across the country. Their "cascade approach" helped them to reach communities that are otherwise difficult to engage with unless you know people from there. The project was even able to reach North Sinai where there is a curfew and many terrorist attacks. They</p>

	<p>engaged media outlets to amplify women's voices (they created radio shows to send awareness messages and they created a TV show). The organization commissioned a study on women's local participation in administration, which help them draft a legislative proposal concerning local administration. In terms of engaging women in local politics, the organization used an approach to engage youth women, which will mean that more adolescent women will be trained and ready for politics when they are adults.</p>	<p>women's civil society in Egypt.</p>		<p>government will not approve civil society projects. The FGE is the primary reason for why the organization has not yet shut down.</p>	<p>also engaged women from tribal areas that are scarcely populated. Even though there is a quota (25%) established for women at local levels, the political leaders still didn't want women to become involved in politics. When the organization explained to political leaders that they have to have 25% of the seats filled by women, the leaders said that if women were going to get involved, then it is best for only older women to participate (thus, marginalizing the young women activists). The young women activists have increased self-confidence to express their opinions and speak out.</p>
<p>26 Solidaritas Perempuan an</p>	<p>Women now have the confidence to speak in the public sphere. Women are also now better negotiators with their husbands and families. This has been key to gain the support of their husbands and</p>	<p>The project has helped transform women's way of thinking. They are critically analyzing their situation and are beginning to vocally object to the government about their current status. The project has also created spaces</p>	<p>The project helped the organization to establish partnerships and networks with religious leaders, journalists, women's advocates, etc. This is happening both at the national and the community levels in Indonesia. The project</p>	<p>The project has helped the organization become more sustainable by helping it to build partnerships.</p>	<p>The project focuses on reaching grassroots leaders who connect with local women to lobby government against discriminatory laws (i.e. many aspects of Islamic law).</p>

		families to work outside the home.	where women's civil society can connect and collaborate with other actors. Actors and organizations were able to identify the strengths of the other and find ways to collaborate to achieve common objectives. It works to directly include journalists and media professionals in training sessions to sensitize them to women's rights and build partnerships with the media (it is important to not only present women as victims, such as victims of sexual violence). It is also important to engage religious leaders to advocate for gender equality (i.e. to develop a more gender equality sensitive reading of the Quran). It is also important to explain gender equality principles by placing them in the local context (i.e. place the themes within the local community context).	helped to increase the capacity of these organizations to lobby against discriminatory laws.		
27	SVSG (Samoa Victim	The FGE enabled SVSG to evaluate the performance of its work	Follow up and monitoring are important in terms of capacity building.	FGE support with regards to the multi-media campaign component of	In terms of programming, we have seen evidence of breakthrough	The economically empowered women and the now close

	Support Group)	in general on a result-basis. Particularly important is awareness raising and how this needs to be a continuous process because it deals with change in mindset, so it has to be monitored over time.		the Nofotane Project had extended the reach of the project beyond just SVSG and the beneficiaries of the project.	initiatives in advocacy work by the village leaders using songs and traditional songs to garner the support of the village leaders for the project.	to 40 nofotane women starting small businesses of their own and earning an income from it, is evidence of the FGE support in reaching the most marginalized women in Samoa, the Nofotane women.
28	WLSA	The grant from UN WOMEN has been very instrumental in achieving strides at regional, national and local levels in the community level. At regional level the support from UN WOMEN enabled WLSA to monitoring the implementation of the SADC gender protocol at country level through the production and monitoring its implementation in country. The support also facilitated the work of the protocol alliance where WLSA is lead in country and has since worked in providing readily available information for the production of the Zambia and subsequently the SADC regional barometer.	WLSA capacity was strengthened in training different stakeholders in lobby advocacy as well gender mainstreaming in the political spheres and social aspects of life. WLSA capacity was also strengthened in results based management reporting and monitoring and evaluation at every stage of project implementation. The intervention also enabled WLSA to focus more on the desired results as at proposal stage and capturing how each indicator was being met during project implementation.	The enactment of the Gender Equity and Equality is something that will strengthen the work of the women's movement now and beyond project implementation.	Women and law in Southern Africa was initially working on Gender Based Violence programs and with support from FGE a new framework was seen to look at a new approach in Gender Equality and ensure increased women's participation at all levels of decision making	No answer.

The support has also been key in training over 300 women and men in lobby and advocacy for gender equality in their political parties and gender analysis trainings in ensuring the political party leaders mainly men see women as equal partners in the fight for gender equality at all levels of decision making .

The support also provided a space for discussions with political party leaders at the national executive committees to ensure they have a gender lenses in the adoption of provisions in both their party manifestos and constitutions. The support also allowed for gender mainstreaming in all political party administration and undertakings.

The support also saw a domestication of CEDAW and the SADC gender protocol into the enactment of the gender equity and equality act. This has since resulted in a

<p>29 SSA:UHS NET (Uganda)</p>	<p>law that provides for mechanisms for gender mainstreaming in both the public and private sector of the country. The grant was key in providing a legal framework for gender equality in the country and gave basis for ensuring a 50/50 parity in all spheres of life.</p> <p>The project increased women's awareness of their rights as well as the awareness of women's rights among decision-makers. Also, rights holders received practical training in terms of housing and property management. Also, through economic empowerment, women's access to land was increased. They were better able to access capital through land, housing, and property development. Women also had access to legal resources to claim their property rights. Change happens when processes are community-owned (by involving community members in the design</p>	<p>By working with FGE, the organization learned about the importance of designing and implementing a programme results framework. Previously, the organization had only used logical frameworks and only referenced them when it came time to conduct an evaluation. So, they were able to use the results framework to report in real time, use a results matrix, and monitor results on a regular basis. The organization is now using a results based framework for its new strategic plan. It is also important to include men to be the champions of</p>	<p>The organization has expanded its partnerships. It partnered with human rights organizations, the Ugandan police, and the municipal authorities. The organization also created entrepreneurship venture partnerships (i.e. with the Ugandan Women Entrepreneurs Association). This has helped women gain more market access. Paralegals who were trained as part of the project have gone on to help others and continue to make change.</p>	<p>The organization set up focal point persons within the community that link the organization with community women. The focal point people have developed capacity, which has then stayed in the community. Also, the FGE funds helped the organization to secure financial resources with other donors (i.e. The French Embassy Social Development Fund). Additionally, because of the FGE funding, four groups in Kampala have been able to access government financing under the Community Driven Development Fund to grow their businesses and</p>	<p>Urban poor women in Kampala and Jinja districts were the target beneficiaries. The paralegals were able to create a direct connection and provide direct support to these women and their children.</p>
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30	Stars of Hope	<p>and implementation of the project, they can better sustain it once it's finished). The organization is particularly proud of instituting paralegals and watchdogs who are supporting local women and defending them in the court system. Also, the project supported housing cooperative initiatives that brought women together to advocate for their housing rights.</p> <p>The project, which was supported by FGE program, represents the beginning of a program within Stars of Hope Society, which focus on the empowerment of WWDs politically & support the political participation of WWDs at the regional level.</p> <p>We were proud of the institutional formation of the national coordination committee was very essential for the sustainability of the project. This investment in these committees started</p>	<p>change. Previously, men were feeling left out by the organization's focus on empowering women and were therefore not supporting the women. Now, the organization uses a more balanced approach within the communities that engages both women and men in gender equality.</p> <p>Women and girls are already discriminated against by virtue of their gender and this discrimination is intensified for those who are disabled. There is, therefore, a need to empower them by ensuring that their voices are heard in all sectors, as well as in local, national and international forums.</p> <p>There is a big need to focus on the importance of increasing the number of members and mentorship of young</p>	<p>It's worth mentioning that Stars of Hope has built new potential partnerships through the grant scheme, the engagement with the selected grantees to implement the advocacy initiatives has reinforced mutual understanding about needs in the community and created opportunities for future cooperation at strategic level. Additionally, the joint planning and implementation of grants promoted building up coalitions between DPOs</p>	<p>generate income.</p> <p>increased</p> <p>This experience of working with new field & thematic area especially at regional level enable us to think more in order to develop comprehensive, reality-based, accountable, action-oriented strategic plans & advance the preparation we demand.</p>	<p>The group of WWDs targeted through the regional trainings from the 3 countries (Jordan, Pearlstine & Egypt) through the national initiatives implemented by other partners , they started their own initiatives to be part of the political movements and activities at their countries.</p> <p>The design of the project was very consistent of the national agenda in Egypt in relation to the engagement of PWDs in the political life, the last constitution in Egypt</p>
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through initiatives with small grants such as the activities which directly targeted WWDs, also the report about situation analysis of political participation and the guidance manual for media and to find out real solutions in order to solve the problems which the report reveal through the coordination with CECs, the legislative council and ICHR.

women leaders with disabilities. The capacity building on mainstreaming disability, gender and women's empowerment in the humanitarian response for government institutions, UN agencies and non-governmental organizations (NGOs); and strengthening the capacity of women with disabilities to participate in peace building and enhance their leadership skills. In this regard, civil society organizations, including those of, or working with women with disabilities, need to use this space for participation in gender assessments to include their needs across sectors, and advocate for their concerns to be articulated at the highest level.

and CSOs in the three countries. As well, the group of WWDs targeted through the regional training which was held in Amman and through the national initiatives implemented by other partners, they started their own initiatives to be part of the political movements and activities at their countries.

guaranteed 8 seats for PWDs in the coming legislative elections, which gave a real chance for WWDs to compete and play vital roles in the last election. As a result of the implementation of the project 2 WWDs who were trained on the disability rights, gender, political processes and mechanisms during the regional training conducted latest of 2013, (Mirvat Saman and Marwa Issa) nominated themselves for the coming Parliamentary elections representing the voice WWDs.

In Palestine, one of the WWDs who joined the same regional training and who was an employee at SHS, Ms. Safia AL Ali. as a result of her involvement in the different project activities, finally during last year she decided to resign and to nominate herself to the Board of Directors election at SHS, where finally she succeeded and became one of the members. From

her point of view the implementation of the project “ Our Voice Counts” considered as a first step towards supporting WWDs to play different vital roles in the political life, where WWDs political participation does not mean only women representation inside PLC, it starts in some contexts in her representation in her local societies as part of general assemblies, or being board members, such starts will empower WWDs to test their capabilities in leadership and enhance their competences for different future leadership and political roles.

In Jordan, Asia Yaghi the director of Ana Insan (I am a Human Society) was inspired by the project, it gave her some guidance and encouragement to set up her very next future plans to nominate herself for the coming parliament elections in Jordan, Asia has a clear

					vision about her role as a WWD in the political life, she also got support of many WWDs.	
31	Movimiento Manuela Ramos	Support from FGE allowed us to work with women in order for themselves and the rest of the society to realise the value of the work they do. In coordination with CSO's and governmental institutions such as the National Institute of Statistics, with whom we were able to adopt an official methodology that gives value to unpaid work by women. We now know that unpaid work in Peru corresponds to 20% of the GDP. We were also able to advance in terms of legislation and recognition at a national level, i.e. July 22nd is the National Day of Unpaid Work.	One example of what worked in terms of capacity building is working with organized women groups that have already developed and articulated their own networks and know how. Also, working with authorities who canalize our proposals and in the end execute our initiatives.	The experience with Chirapas, an organization that works with indigenous communities in the Andes and the Amazonia, has been a good example of the way we have been able to work, sharing knowledge and widening our reach as organization.	The support from FGE has helped us a lot to improve our strategic planning process, We have integrated the theme of "use of time", which has been crucial in the preparation of the 2nd national survey on the use of time. Our organization has become a reference at a national level as an institution that has an expertise regarding the theme of use of time, and as having technical knowledge that leads to the creation of proposals. The project funded by FGE has greatly contributed to consolidate the standing of our organization as an important actor in the areas we work on.	Even though the number of national undocumented women in Peru has been considerably reduced over the last years, we have been working in order to address those women that have not yet been given national IDs and other vital pieces of identification which greatly affect what they are able to do and clearly impairs the fulfillment of their rights as citizens.
32	Karama	There are two lessons important we took from	There were a number of lessons we learned on what works and what	The work funded by FGE was all about supporting the women's movement in	Support from FGE led to some real breakthroughs for our partners by a particularly	

this project about how change happens.

Firstly, that change requires unity, strategy, and risk-taking among the marginalized.

Secondly, change requires political will of decision-makers - at all levels, within the community, at local to regional and right up to international and multilateral level.

To create those conditions, Karama has learned that it is necessary to build relationships, build knowledge and skills, and increase the participation of marginalized groups in all spheres. Through these processes, we can generate political will for change among decision-makers.

However, without sustained pressure from civil society, that will quickly evaporates. So, until the change we seek is entrenched in institutions and cultures everywhere, it is critical to maintain unrelenting

doesn't work when it comes to strengthening the capacity of women's civil society.

In order for this work to have an impact, you need to start by bringing civil society leaders together to:

- share their needs, priorities, and challenges
- identify common goals
- and to work collectively to develop a strategy that makes the most of everyone's different strengths, and one that serves all of their needs.

You also need to provide women civil society leaders with appropriate preparation prior to high-level meetings.

Preparation enables them to develop a clear message, articulate their key points, and have the confidence to deliver them.

Finally, you really need to amplify the voices of women representing diverse communities. This means always seeking new participants to include.

As to what doesn't work,

some of the most challenging environments, and we have seen an impact beyond simply the organisations that it supported.

All of the coalitions and women's CSOs we supported with the help of FGE continue to thrive today. They organize and act independently of Karama and have made significant gains where they work.

The program that FGE funded strengthened networks of civil society organizations working to advance women's rights in Egypt, Libya, and Yemen.

In Egypt we saw a new national coalition of CSOs to achieve the implementation of 19 articles of the constitution that directly or indirectly support women's rights.

Just recently the Libyan Women's Platform for Peace announced a remarkable new partnership with Al-Azhar University in Cairo. Their new programme will fund 50 scholarships, with the

increasing their ability to work at high-level national, regional, and international stages.

Our advocacy work during the grant period helped both us and our partners to build relationships with very senior officials.

The increase in our individual and organizational capacities during the grant period provided a strong foundation of new abilities, information, and confidence.

marginalized, vulnerable population, and this continues into the post-conflict period.

FGE support meant that we and our partners were able to reach women and young people in conflict-affected areas of Libya and Yemen.

It's also often very difficult to reach women in rural areas in these countries, but FGE support meant that we were able to go out and make sure these frequently marginalised groups were included.

We were able to reach them - to support them in making themselves heard - thanks to the support of FGE.

pressure on decision-makers at every level, from the local to the national, regional, and international. All of this requires strong civil society organizations that represent the diversity of their societies, and that receive consistent support.

Without this base, it is difficult to build a unified strategy across civil society, and it is difficult for civil society to seize opportunities to pressure decision-makers. When you combine a well-organised, well-resourced and coordinated civil society with a responsive state government, then change is inclusive and effective.

The civil society networks Karama supported through the FGE program have continued to grow and strengthen, and that is something we are particularly proud of. When this work started, Libya was only just beginning to develop an

one thing is that you simply cannot expect change to happen fast. Lobbying even for incremental change can take time, so strategies need to be designed and funded with this in mind. When you working in very challenging environments, you also cannot be flat-footed in your approach. Any lobbying strategy must be flexible enough to understand where influence lies, and where resource should go, and this should shift when the environment changes.

Something that would really have an impact in terms of capacity-building is looking at the difference that general operating support can have over simple project support. When you talk about capacity building, that has to include the ability for civil society organisations to maintain staff and work processes that function smoothly.

aim to support and promote peace and stability in Libya.

organised civil society. That is something that would make civil society organisations far more sustainable and resilient, and see results over the long term.

The project supported the growth and stability of the Libyan Women's Platform for Peace. The LWPP had great success in campaigning for increased representation of women in the transition, and has continued to innovate and forge partnerships ever since.

In Yemen, where civil society has been devastated by civil war that began in March 2015, thoughts of building a peaceful and prosperous future were replaced with a necessary preoccupation with survival. Yet our partners in Yemen did not abandon hope or their commitment to peace, and they have sought ways to work together.

In Egypt, the 19 Articles Coalition that was founded in May 2015 continues its work toward the implementation of 19 constitutional articles relating to women's rights. The Coalition continues to expand its

33	Amel Association International	<p>membership, spread information about women's rights to people throughout the country, and work with the government on behalf of women.</p> <p>FGE support through the project "promoting access for rural and refugee women to the labor market and livelihood opportunities" implemented by Amel Association, enable the association to reach and empower rural vulnerable women and refugee women producers to acquire knowledge, tools and improve their technical skills in their field of productions. The project contributed in creating a social cohesion opportunity between refugee and host communities through sharing learning sessions and innovative ideas regarding branding and packaging. Women beneficiaries of the project showed high Self-esteem after being</p>	<p>In order to strengthening the capacity of women's civil society, we need to enhance small businesses capacities in different aspects such as good quality, creative design, marketing, and access to media which is expensive and highly costs, in order to have promotional opportunities in the consumer society.</p>	<p>MENNA network was one of the project deliverables that provides women with strong connections among each other in order to exchange experiences and selling opportunities, as well connecting women with other organizations that could contribute in supporting and empowering women producers to enhance their capacities and expand their work, for example the cooperation with "the blessing foundation" which is an online platform that offer for the women beneficiaries wider exposure to customers, therefore the women were able to participate in exhibitions and sell their products through the blessing website.</p>	<p>FGE conducts regional training on results based management approach in project cycle management and networking for the grantees team, which was a great learning opportunity for the team to apply this approach in the organization projects.</p>	<p>The project with FGE was very well structured and has a clear methodology in order to reach the target beneficiaries, the collected baseline and needs assessment phase enable us to collect socio-economic information of the target population in order to select the direct beneficiaries and to assess their actual needs, in parallel the stakeholders and local leaders meetings in the targeted area were a valuable key activity to guarantee an effective selection process that allows us to target vulnerable and marginalized women.</p>
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34	Youth Leadership Development Fund (Yemen)	<p>engaged in several project activities and changes in gender roles in their families and societies have been occurred.</p> <p>The project provided training and capacity development support to women politicians (themes included gender advocacy, planning, negotiation, and political communication).</p>	<p>The organization provided GEEW training to women politicians (this includes increased knowledge, awareness, skills, advocacy, the role of gender within the political system, planning, communication, and negotiation. The project used a participatory approach to engage women and men within the political parties, which worked well because the participants felt as though the project was building from their experiences. Politicians were engaged throughout the entire process and were keen to engage members of their political party.</p>	<p>A Yemeni Women's Network was established, which included members of government, political parties, and NGOs. The organization is also working with political parties to create and implement a gender mainstreaming political matrix to use for strategies, policies, laws, etc. They are also working on creating an environment where women can more easily participate in the political parties. The organization is linking the Yemeni Women's Network to other women's networks in the region. This will help to sustain the organization's work as well as the work of the network.</p>	No answer.	<p>The project targets women who are marginalized within their own political parties. The project particularly targets young women under the age of 40.</p>
35	Zubo and Basilwizi	<p>After numerous capacity building trainings on fish husbandry and post harvesting techniques by Zubo to the Production</p>	<p>As the organization, we would like to appreciate the enriching experience with the Fund. We have grown as an</p>	<p>Partnership was established with Aquaculture Zimbabwe when the team was conducting a baseline</p>	<p>The organization has broken new grounds in Matabeleland North Province by enabling rural women embark on</p>	<p>Rural women's income in Zubo's wards of operation has increased significantly due to an increase on the number of</p>

Unit, it has emerged that the latter, has successfully shifted towards fish farming, an intervention focused more on the sustainable use of the local natural resources. Fish farming was earmarked to add an element of diversity to beneficiaries' access to protein apart from its high potential for generating cash. The Production Unit is the direct beneficiary of the fish farming project, which is an upscale of the kapenta fishing that the women began in 2011. The organization has managed successfully to implement women economic empowerment programs such as fish farming and sustainable utilization of natural resources. The projects have improved the financial base of the rural women.

organization. In particular, the reporting template for M&E- that is Performance Monitoring Framework- had been so handy in tracking project progress. It was a very useful tool for project steering and redirection and tracking of progress through the use of indicators. It is a tool that can be adopted and adapted even for the broader M&E framework for the organization. The staff does not have business management skills for strengthening income generating activities for the rural women.

In study on fish farming project. The organisation has gained support from institutions such as American Embassy. The Ambassador through its program - the Ambassador's Special Self Help Program intended to construct a structure for Tulisumpule baobab muyaaya (juice) project; another partnership was created with Ntengwe for Community Development which resulted in the two organisation establishing synergies on eco-tourism activities. There has been a good working relationships with all the stakeholders at District level as well as the Community level all of them actively participated during the project inception meetings and implementation period. Zubo has also linked up with EMIC media for global publicity about the different projects that the organisation is running.

the fish farming and baobab value addition projects; first of its kind. All this has been made possible through financial support from Fund for Gender Equality UN Women.

enterprises that women are now running. These are buying and selling of clothes, fish, marula, baobab muyaaya, stationary, baobab fruit and crafts trading; restaurant, grocery shops, selling of kitchen utensils, salon. More businesses are yet to be run after the first harvest of fish. For those women that are running businesses, 363 of them have assets of high value. These assets include, but are not limited to, beds, shops that are halfway through to completion, cattle, goats, houses, wheel barrows, and ox-drawn ploughs.

36	Thardeep Rural Development Program me	<p>Let me be very honest our all programmes were designed to mainstream beneficiary household through an integrated development concept. But collaboration with UN WOMEN not only provided TRDP an opportunity to reach the one who is economically contributing but never recognized, it was our women home based worker. We were able to provide a platerfarm where collective voices embedded with rights and responsibilities as citizen were loud and made Provincial government to initiate Home Based Workers policy dialogues which were later on resulted in approval of Home Based Workers policy. Beneficiaries were first time exposed to business houses getting their selves out from middleman exploitation and strengthening their institutional linkages. Providing them social safety net like Health Insurance was something</p>	<p>Majority of the target audience were illiterate and less exposed to the world remained challenging for front staff, however TRDPs social mobilization which was designed in a way to help everyone to understand the cause and responsibility to play for socio economic well-being. Since the women home based Artisans groups were made at driving seat that not only provided ownership to every activity at operation level but also the beneficiary remained the key in every lobbying and advocacy activity at district and provincial level.</p>	<p>TRDP believes in inclusion, Artisan groups were leading every initiative and technically backup by TRDP staff. District government remained vigilant and participated in every activity. Provincial forums were established, the concern women development department and labor department were actively engaged which they are continuing even project is ended.</p>	<p>As mentioned above TRDP focused household, this partnership experienced TRDP with a new dimension working with Women Artisan and letting her to be known in her own vicinity and get her contribution recognized. Formation of groups around common businesses were something which TRDP experienced and later on it was taken to higher side with support of other Partner known as Pakistan Poverty Alleviation Fund.</p>	<p>Since the target was identified through poverty score card and their skill sets, so one can easily claim that most deserving was targeted, every activity of the project inputs were designed in way which not only insured participation of every age, power group.</p>
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37	Palestine Centre for Peace and Democracy	<p>which Government not only recognized but made part of their community development programmes.</p> <p>The fund received from FGE enabled the PCPD to implement a project that advocates for gender equality in an important doctrine such as the Constitution. Although the Constitution did not change yet nor was it ratified; however, working on such an important Palestinian doctrine did have a great impact on different levels. On the governmental level, the Palestinian Constitution Committee met the PCPD several times and they discussed the recommendations that we have submitted, in addition to promising to take them into consideration when the Constitution will be ratified. On the youth level, they are aware of the importance of gender equality in Palestinian legislations, and they are more and more</p>	<p>Throughout the project implementation, PCPD cooperated with a number of women civil society organizations and we signed together memorandums of agreement to work on a Palestinian Constitution that is strong on gender equality. They cooperated well throughout the two years of the project. After the project, this relationship with the PCPD is still working well. We are cooperating in a number of projects and activities until today. We empowered a group of youngsters that are members at these organizations, and these youngsters are now active and leaders there.</p>	<p>We hear of the support of FGE for other organizations in Palestine, however, we are not aware of an example nor do we have evidence.</p>	<p>The fund gave us the start to work on gender equality in Palestinian legislations and laws. It gave us the motive to revise these laws from a gender perspective.</p>	<p>We at PCPD have worked with the most marginalized groups from the regions of the West Bank, those areas that are not being targeted by many NGOs. The evidence is the lists of participants, pictures, videos and the project documents that we have.</p>
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38	<p>SPNL - Society for the Protection of Nature in Lebanon</p>	<p>interested in the international legislations, especially UNR 1325 and others that call for women equality.</p>	<p>The project was able to institutionalize women's participation in Hemal management at local, regional, and national levels.</p> <p>Participatory planning is the best approach to involve women in decision making. However, it is a long-term process that requires the regular engagement of women. The involvement of major stakeholders was key to ensure the development and advancement of the project. Financial incentives played a major role in encouraging beneficiaries to participate in the project. It is important to mix practical and theoretical trainings to keep people engaged. Continuous follow-up with women's groups is a must in order to ensure that the project is obtaining results and can be sustainable. In terms of areas that require further capacity development...a major gap is women's ability to market their products.</p>	<p>Through a regional FGE convening session in Tunisia, the organization was able to learn about what other FGE-funded projects are doing and to connect with the Lebanese NGO Amal.</p>	<p>The organization supported products from each unique local region and they integrated messages of environmental conservation within the products. Because of the FGE project, SPNL now mainstreams gender throughout all of its work. The FGE project also initiated a partnership with the private sector, which was new for the organization (the company helped with the marketing process and provided an outlet for the final products).</p>	<p>The project engaged women farmers, shepards, and bedouins (all of which are highly marginalized in Lebanon). The organization supported them to better manage their resources and to become more engaged politically.</p>
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39	IT for Change/ KMVS	<p>KMVS began working with governance and community media in 1997. First radio serial 'Kunjai Panje Kutch ji (cyrus crane bird of Kutch) was a 52 episode radio serial talking about issues faced by women in panchayats after the 73rd amendment. Each episode was designed to take up different issue and ended with a small message embedded in the drama format. The serial was so famous that most of the Sarpanch and EWRs identified with struggles and realised that they could do much more. Following the success, various songs and skits were created which told stories of panchayati women. All the media were engaged effectively to enhance perspective building and awareness generation efforts.</p> <p>The journey of working with community media also grew with each phase of electoral process. Post earthquake, radio serials were</p>	<p>Capacity building of women was an essential part of the programme and the strategies were clear that the capacity of women's understanding in managing their panchayats, ability to understand issues of community from gender lence and hadling technology will be introduced in a phased manner.</p> <p>Through the grant, it was interesting to note that when introducing technology to women, giving them equipments and let them decipher it on their own worked well than the class room trainings. Also, strategy to use video/ mobile as a medium to connect the issues on a larger level also worked.</p> <p>Greatest need was continual local support to women in terms of para cadre at village/ cluster level was required.</p>	<p>Some of the examples like- Box 1: VHSC member understands it's functioning Gangaben from Depa village of Mundra belongs to Dalit community. She got elected because there was a seat reserved in the panchayat. She was also a part of VHSC committe. She rued the fact that she was never called for any meetings of VHSC/ panchayat. Rasilaben, sarpanch of Depa village came to know about this during one training. She assured Gangaben that she would take lead and ensure that she gets notified about all the meetings and is also concerned for decisions by VHSC. Following this, Gangaben started visiting panchayat regularly.</p> <p>Also, another woman member from Bhimsar village of Nakhtrana learnt for the first time that she was a member of VHSC during a training.</p>	<p>Since the grant size was relatively small and only for two years, it allowed KMVS to extend it's work with community media and introduce concepts of technology in to governance arena. But, it certainly built an informed cadre of women at village level who still continue to impact the developmental planning of their villages.</p> <p>The grant also allowed KMVS to experiment with newer technologies like community video/narrow screening through tablets/ using voice messaging for generating response and questions from women members, online portal for providing information and entitlement related issues to the EWRs in their local languages (these portal are used in panchayats even today) so the concepts have sustained.</p>	<p>The grant was envisaged to reach to the most marginalised women members from to understand their issues.</p>
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produced telling tales of welfare efforts and corruption and misappropriation of materials by community and other stake holders. This generated awareness and motivated many panchayats to take corrective actions against such black marketing. Similarly, programmes on education were used to motivate panchayats to work for girl's education in remote areas of Pacham region (bhuj block) of Kutch. In 2011 PEVAC campaign a radio serial 'Lik Buchani (hide-seek game of political process)' was used effectively to generate dialogue among the community.

With this experience, it was perceived that the MVVWC (supported by FGE) would be an extension to the media and governance journey and provide an ideal space to experience new tools and mediums to engage with EWRs.

This was shared by Sarpanch (male member) of her village. Dialogue occurred between them in which she demanded- 'why she has never been notified about her engagement with VHSC and that her committee is entitled for 10,000 rs. Untied fund.

Such examples show that the Elected women found the platforms provided by MWVVC a huge boost for connecting with other EWRs and building momentum. As the grant from FGE provided with extension to concept of 'women in governance', the introduction of mobile and voice messaging has built women's networks beyond their traditional roles as sarpanch/ member of panchayats. The information centres set up through this grant, still continue to support women and raise questions with the local structures.

<p>40</p> <p>SOS CORPO Instituto Feminista para a Democracia</p>	<p>So, the support from FGE provided a whole new space of integrating ICT & Governance. KMVS is really proud of how, through the grant, women who are illiterate or neo-literate learnt to handle technologies and use it in their overall governance arena. Many info mediaries continue to use it even today, which is a huge shift in bridging the digital divide and challenging the myth that ' illiterate women can't handle technology'.</p> <p>Support from FGE has allowed our organization to articulate diverse feminist groups in Brazil, provide training to women on their rights and political incidence, organize collective actions, and actively participate in the elaboration of public policy regarding women and racial equality.</p>	<p>It is a good idea to carry out a collective and critical analysis of the problems that affect women in Brazil. Also, a horizontal type of relation among all women's organizations should be privileged. Common objectives to all women's organizations participating in the processes must be established and fruitful relations with authorities must be favoured, keeping in mind at all times the importance of</p>	<p>The project "More Rights and More Power for Brazilian Women" was implemented by 7 different women organizations along with the Secretary of Policies for Women was a good example of a collaborative way of working. Another example of this kind of work was the collective design and elaboration of the Institutional Racism Indicators which is currently available for both the government and civil society alike.</p>	<p>Support from FGE had an amplifying effect on the reach and effectiveness of our actions. For example, we could have never become a respected actor in the women's movement at a national level without the FGE's support. We could have never effectively advocated for bills like the one equalizing the rights of domestic workers to those of every other Brazilian workers. Also, our capacity of training women at a national level in a country</p>	<p>One of the most important contributions of our project regarding the idea of leaving no one behind was the elaboration of the Institutional Racism Indicators which have proven to be a very useful tool for the government in order to evaluate and elaborate public policies and their impact regarding racial discrimination. Also, the support from FGE was key in reaching women from socially disadvantaged suburban</p>
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41	CENWOR	<p>Despite comparatively high secondary educational attainments the unemployment rate for females is approximately double that of males. Young school leavers continue to gravitate towards acquiring traditional skills that are not in demand in the labour market. Women's groups have been motivating young women to change their attitudes but results have not been particularly encouraging. A contributory factor is one of attitudes of both the young women and their families. Another reason is official attitudes that channel young women into traditional skill development without taking cognizance of labour market needs. Even if some school leavers from low income families were interested in skilling themselves and</p>	<p>women's organizations independence.</p> <p>The project did not have a specific role for civil society organizations (CSOs). However, awareness programmes were conducted for CSOs to motivate them to support school leavers to enroll in the training courses. Although CSOs were supportive of the project they were constrained by the lack of human and financial resources while time constraints to divert from their own programmes and projects.</p>	<p>It is difficult to say that there is a women's movement in Sri Lanka, but women's organisations and CSOs come together on critical issues. Unfortunately economic empowerment as a whole has not seen much activism in the country. However, the project sought to empower women and CSOs through gender sensitization. To that extent it can be said that the 'women's movement' has been strengthened.</p>	<p>as big as Brazil was greatly increased, expanding our reach along with it.</p> <p>A major breakthrough that was achieved was the acceptance by a state organization of women into fields of study that are usually preserved for men. A component of the project was the establishment of information resource centres (IRCs) in project locations. Information literacy was poor in the state institutions that CENWOR worked with as well as in the communities. The IRCs were operated as a social enterprise with business services accompanying information provision. The usefulness of the IRC prompted the Vocational Training Institutes at which these IRCs were established to have a cadre provision for an officer to ensure sustainability of the centre. In another</p>	<p>areas and turning them into active participants in the processes leading to the creation of public policy for women.</p> <p>The major objective of the project was to reach out to the marginalized excluded due to poverty, conservative attitudes of communities, families and officials and lack of opportunity. The project activities demonstrated the need for the adoption of a holistic approach and the inclusion of a range of stakeholders to achieve project objectives. It also demonstrated that regular dissemination of project achievements is a sine qua non for sustainability. One of the marginalized groups of school leavers was those who had been affected by the separatist armed conflict. Case studies show how as post conflict employment opportunities were limited many of the trainees commenced self employment activities to sustain themselves and</p>
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acquiring qualifications their inability to bear the cost of training resulted in their remaining in the same straitened circumstances, denying them the chance of upward economic and social mobility.

FGE support enabled CENWOR to address these issues. A cohesive strategy was adopted for attitudinal change among officials, parents and communities including women's and civil society organizations, employers and school leavers and young women. A series of programmes were conducted for these four groups to change attitudes and encourage the enrolment of school leavers in entry level courses in the state run vocational training institutes of the Vocational Training Authority (VTA).

While knowledge is required to make change that alone would not have brought about attitudinal changes. One

development, the Vocational Training Authority was to implement an island-wide information service to the communities they serve absorbing the IRCs into this service. Unfortunately this initiative has not been implemented due to an unexpected election and a change in government. CENWOR followed up on the momentum of this project by seeking funds from other agencies to enrol women in higher level technical courses that would enable them to earn a higher remuneration as well as to reach decision making levels.

their families. Reaching out to those who were in the midst of an armed conflict was an achievement of this project.

of the factors that resulted in the attitudinal change of officials was the actual demonstration of the ability of female students to acquire skills that were imparted. Similarly parental attitudes changed when they saw the potential for their daughters. Change happens over a period of time and a lot of effort has to go into changing ingrained stereotypes. This becomes even more difficult when cultural identities are involved and females have to conform and have no freedom to break out because of community pressure due to identity politics. Therefore change does not occur in a vacuum and we had to be aware of and sensitive to the environment in which these changes were anticipated.

We are proud that by the end of the project period the officials took the initiative to contact CENWOR for female students unlike at the

<p>42 LEOS</p>	<p>beginning of the project when we had to convince them that young women are capable of being trained in areas of skill development that are male preserves. Further, the officials contacted employers to find the students employment. The dent made in breaking down official resistance, we think, is a major achievement.</p> <p>Similarly, we are proud that through the skills obtained with support from the project a majority of students were able to find employment and support their families. The community sees them as role models that will help in breaking down attitudinal barriers.</p> <p>The project helped women learn about their rights and to identify their passion. Women learned that change starts by being more self-confident. We are proudn that this project was implemented in 21 provinces nation-wide in Mongolia.</p>	<p>What works is women's unity. Women need training and capacity development.</p>	<p>The organization has taken on a role to help other CSO organizations be more gender responsive. The organization successfully collaborated with the Mongolian National Commission, the NHRC, the Fond Feminant National Network, the Mongolian National</p>	<p>FGE support helped women to prepare for local elections and to get involved in political activities.</p>	<p>Women who participated in the programme were able to share their experiences and knowledge with other women from their communities.</p>
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Volunteer Network, and the Mongolian Women's Fund. This collaboration has helped the organizations to share lessons learned and what has worked in terms of advancing gender equality. These networks have also helped integrate women into elections.

List of Findings

Effectiveness

1. FGE has directly touched the lives over 510,000 women from 80 countries through increased awareness and visibility of women's human rights, stronger CSO networks for gender equality, and establishing local partnerships for women's empowerment
2. FGE is viewed by women's civil society as an important and necessary mechanism for advancing gender equality
3. FGE has leveraged its grant-making investment to contribute beyond SDG5 (gender equality)
4. The most common contribution of FGE to gender equality outcomes is in enabling women's participation in political and economic spaces at the local level
5. A key strength of the Fund, and a differentiating factor from other UN Women programming, is in addressing social norms around gender
6. Technical support received from the FGE has strengthened grantee ability to achieve results, but would need to address a broader set of organisational capabilities to be transformative.
7. The FGE staff culture of accompaniment supported continuous learning and performance improvement by grantees
8. FGE promoted decentralised knowledge sharing by grantees through their own networks and national institutions; with some key lessons being documented and published centrally by the Fund. This was a logical and feasible strategy given available resources.

Efficiency

9. With relatively limited diversity in the core business models of most funds and small grants programmes, FGE benchmarks well against comparable similar arrangements
10. FGE systems and structures were designed to be efficient based on the initial level of funding from Spain, and require an annual resources mobilisation floor in the range of \$6m-\$10m to remain so.
11. FGE had insufficient human capital for partnership development and fundraising
12. Efforts to address a lack of clarity on roles and responsibilities of local UN Women offices started to be implemented and deliver value late in the lifetime of the Fund
13. Monitoring and reporting of FGE projects has been systematic, reliable, and detailed; but has struggled to aggregate outcome data that resonates with evolving donor interests
14. FGE has been guided by a consistent theory-of-change that is fully pretexted on establishing civil society leadership in the contexts in which CSOs are embedded.
15. RBM training was valued and useful to grantees, but would require a process of continuous learning to ensure it is fully mainstreamed as a capability in CSOs
16. FGE grant data is transparent, accessible and interoperable according to agreed international standards
17. UN Women senior management has historically taken a hands-off approach to managing for results through FGE
18. FGE management of fiduciary risk is strong from a donor perspective, but is the part for the Fund that is least aligned to the needs expressed by women's CSOs
19. FGE represents a low source of reputational risk for UN Women

Potential for Sustainability

20. Decisions about the pool of global finance that FGE is targeting have constrained the ability of the Fund to grow and sustain its resource mobilisation

21. Facing falling contributions, FGE has attempted to reduce its management costs. International evidence suggests that the more sustainable strategy would have been to strengthen resource mobilisation
22. FGE continues to occupy a unique niche in the financing for gender equality universe
23. The original design of FGE was flawed in terms of long-term sustainability

Potential for Impact

24. FGE provided concrete support to convening women's CSOs and gender equality advocates at a time before this role was consistently undertaken by UN Women
25. Most FGE grantees put in place tactics to sustain the project activities beyond the FGE grant by combining their own funds with other sources
26. The underlying mission of FGE has evolved from implementing commitments to address inequality between people, to addressing the structural inequality between organisations
27. The scale of FGE is small compared to the huge demand for gender equality funding that women's CSOs have expressed
28. The most critical contribution that FGE has made to advancing UN Women goals for political and economic empowerment is to establish the legitimacy of issues and organisations that reach people who are forgotten

Relevance

29. FGE has continuously sought to achieve distributive equity in its global grant-making
30. FGE grant-making has been clearly aligned with UN Women development goals, normative frameworks, and the priorities of key stakeholders
31. FGE has systematically targeted, and strengthened the voice of, marginalised groups of women
32. FGE has delivered multi-dimensional, consistent, and robust value-for-money throughout its lifetime
33. Enhancing 'access to funding', improving 'reach' to target groups, and 'connecting' stakeholders into communities of learning and practice are the most promising dimensions of innovation for a Fund that wants to grow.

List of Conclusions

Effectiveness

1. The Fund for Gender Equality implemented everything it set out in Programme Documents covering 2009-2017.
2. The comparative advantage of FGE has been to address social norms to advance gender equality.

Potential for Sustainability

3. The original design of FGE gave insufficient consideration to sustaining the fund; and subsequent decisions have been unsuccessful in addressing these weaknesses, or raising sufficient funds to meet civil society demands.
4. Most FGE project activities are sustained despite mixed coverage in convening, connecting and capacity building civil society.

Potential for Impact

5. The collaborative advantage of FGE within the UN system is to address inequality between the organisations needed to leave no one behind.
6. The most powerful FGE business case is to accelerate reaching the furthest behind first.

Efficiency

7. Aside from weaknesses in fundraising, FGE compares positively with other funds and small grants programmes in terms of key institutional enablers.

8. FGE has managed its inputs and outputs economically, attained an appropriate level of efficiency, and delivered overall value-for-money across multiple indicators

Relevance

9. FGE grant-making has been consistently aligned with, and contributed to, the development results and organisational effectiveness priorities in UN Women strategic plans covering 2011-2017

10. The most promising opportunities for the future for FGE to build on its strengths are to focus on enhancing 'access to funding', improving 'reach' to target groups, and 'connecting' different stakeholders to address the structural marginalisation of women's CSOs.

List of Recommendations

Development results framework

1. Shift from 'picking winners' to 'connecting innovators'
2. Incubate the strategic and organisational capacities of women's CSOs and networks
3. Prioritise innovation in access to funding and reaching the furthest behind first
4. Leverage FGE's comparative and collaborative advantages in addressing social norms to align with New Ways of Working across the UN system

Organisational effectiveness and efficiency framework

5. Redesign the experience of donorship in FGE to build engagement, long-term support, and knowledge exchange
6. Invest in a ground-up revitalisation of FGE fundraising strategy and human resources 78
7. Preserve the operational assets established by FGE
8. Acknowledge, document and institutionalise the good practices approach, inter-personal dynamics, and contributions of the FGE team

Lessons learned

Lesson 1: Technology needs to be combined with more prosaic innovations – such as multilingualism, simplified tools and proactive expert support – if it is to successfully enhance access for reduced-capacity audiences.

Based on innovation and technology as a driver of change

The grant management system (GMS) implemented for Round 3 has completed an effort to shift all grant-making activities to a web-based system that started at the conception of FGE. This responded to specific concerns about the restricted accessibility of existing grant making to only those organisations ‘in the know’ or connected to existing UNIFEM/UN Women networks.

However, in the context of progressively narrowing the eligibility criteria to target smaller women’s CSOs, the capacity to access and use any technological system cannot be taken for granted. In the case of the Fund, the GMS has helped to enhance accessibility because it is one part of a wider enabling environment of activities. These include working in more languages than any other centralised fund or small grants programme, providing hands-on support to shortlisted proposals and selected grantees, and simplifying RBM tools to match the target audience.

Lesson 2: Connecting women’s civil society organisations is an important complement to more formal convening efforts.

Based on alliance-building and movements as a driver of change

Around 20% of FGE grants included a substantive aspect of convening – mostly centred around those grants implemented by women’s networks. This is reported as having represented significant value to women’s CSOs, especially at a time before UN Women systematically addressed alliance building and convening the movement for change at country level.

While convening is no longer an FGE comparative advantage, it has also demonstrated numerous examples of connecting. This includes connected CSOs to government through the eligibility criteria for grant rounds, connecting CSOs to each other through occasional gatherings, and connecting grantees to UN Women’s network and the wider UN system. Connecting – the informal process and culture of introducing stakeholders to one another – has proven to be an important contribution to the enabling environment, is affordable, and complements UN Women’s convening efforts. The power of its connections is thus an important part of the FGE value proposition.

Lesson 3: Among the wealth of knowledge and virtual networking opportunities that are available, meeting face-to-face remains the most valued mode of exchange.

Based on South-South cooperation as a driver of change

Knowledge management has been an important theme in FGE ProDocs, and is presented as a contribution of the Fund to organisational effectiveness and efficiency in UN Women strategic plans. Multiple knowledge products have been developed and shared by the FGE secretariat; and grantees have been encouraged to generate and share similar products among their own South-South networks.

At the same time, the evaluation clearly illustrates that FGE grantees have wanted to, and benefitted most from, meeting together to network and collaborate in person. Given the expenses associated with this approach, it has happened only occasionally in the Fund on a regional level. However, the evaluation also identified that attending third-party events (such as conferences) is – in general – an underutilised channel for reaching target organisations. Supporting more frequent South-South cooperation in-person between grantees could thus be a case of facilitating networking at existing events, as well as making provision for dedicated meet-ups.

Lesson 4: Not all knowledge can be institutionalised – CSOs are vulnerable to the loss of key leaders.

Based on the knowledge-hub as a driver of change

One of the key lessons from grantees about an aspect of sustainability that worked less well is the reliance of many women's CSOs on the networks, skills, authority, and knowledge of key personalities. This reliance is one of the symptoms of 'founder syndrome', and is source of significant vulnerability for organisational and project sustainability.

Recognising that not all knowledge can be documented and institutionalised is an important step in responding to this lesson. This opens the door for complementary knowledge-exchange strategies to be considered and supported, such as transition planning, shadowing, apprenticeships, and mentoring. While many of these techniques are commonly used in large organisations, the heightened vulnerability of smaller CSOs to the loss of a key leader makes the use of such approaches an important aspect of a sustainable knowledge management strategy.

Lesson 5: Challenges for fundraising efforts in support of civil society grant making

FGE offered a unique value proposition that evolved to stay globally relevant, and it was well managed – actively demonstrating many of the empowerment values that it promoted. Despite this, and the successful results delivered through its grant-making, it failed to grow or sustain the financing base – a critical weakness in a Fund with the purpose of addressing the structural underfunding of gender equality civil society.

The major reasons for this decline in funding are:

1. FGE was not designed to be sustainable. For the first two rounds, it was focused on building the management capacity to deliver a large initial grant from Spain. It is only once this Spanish finance was depleted that significant time was invested in diversifying resource mobilisation.
2. FGE did not have access to human resources capacities in fundraising and partnerships, two skill sets that have been critical to the sustainability and growth of other funds (a post was included in the original organogram, but was never recruited and was subsequently dropped).
3. FGE capacity development in RBM was valuable, but not sufficiently distinguished from other capacity development initiatives to warrant special attention from donors or demand from civil society.
4. UN Women and FGE were unable to adequately disentangle the value proposition of FGE from core financing of UN Women itself – both to communicate with donors and to prioritise internal resource mobilisation and synergistic management efforts.
5. Declining resources led to a negative funding trap – new and repeat donors have been hesitant to invest without the validation of peers, or a clear signal of strategic renewal; and a structure designed to deliver at scale looks increasingly inefficient when managing smaller grant rounds.

Other contributing factors to the decline in funding, with lessons about important but lesser effects were:

1. The challenge of articulating the broad FGE mission to make it sufficiently compelling or stand-out compared to alternative avenues for funding gender equality goals
2. Support to two of the most funded areas of gender equality – economic and political empowerment – at a time of increasing donor concern about other manifestations of gender inequality
3. Not connecting to wider events or other platforms to drive awareness of the Fund (for example the link between UNTF and 16 Days of Action)
4. Low ownership of FGE among funders, due to the restricted role of the Board to validating process, the lack of high level patrons, absence of structural links to the rest of the UN system, and few opportunities for FGE donors to connect and exchange

5. Targeting fundraising efforts at a very small proportion of available funds for development – specifically gender equality funding.

Crisp Set (Binary) Qualitative Comparative Analysis Indicators

All indicators were rated as 1 (present), 0 (absent), or [blank] (no data) for each case. One case was an FGE project.

Round 1
Round 2
Round 3
Africa
Arab States
Asia & the Pacific
ECA
LAC
Multicountry
Narrowed
Obstructed
Repressed
Closed
Civics Repressed and Closed
Very High
High
Medium
Low
V High to Medium
Co-led
Economic Empowerment
Political Empowerment
Norms
Agency
Social Security
Independence
Participation
Duration <2.5 yrs
Grant > \$530k mean
Grant middle
Grant < \$350k median

Above 10K reach
Met target >80%
Exceeded target >150%
Rural Women
Migrant women
Domestic workers
Refugees/ IDPs
Indigenous Women
Ethnic / religious minorities
Others Vulnerable Women (e.g. Dalit)
Elected women politicians
Political aspirants and candidates
Civil Society Activists
Women's Economic Groups (cooperatives...)
Women in Political Parties
Parliamentarians (both men and women)
Political Parties (in general)
Government representatives (in general)
Young women and adolescent girls
Sex Workers
HIV+ women
Traditional leaders/ Community
Religious leaders
Men and/ or boys (if substantial, ca. 1/4, of beneficiaries are men).
Women's Labour and Trade Unions (and non-women's)
Media
Other Women's Groups and Associations
Agriculture sector workers / producers
Factory workers
Home-based informal worker (e.g. home-textile workers, catalogue vendors...)
Homemaker / household carer
Living with disabilities
LGBT+
Head of household
Single mothers
Widows/ Widowers

Small entrepreneurs
Members of economic groups and associations
Members of other groups and associations
Grass-root community leaders
Academics / intellectuals
School teachers
Students
General youth populations
Corporate representatives and employers' associations and private sector in general
Artists
Survivors of Violence against Women
Urban women
Other
Above average of 8 groups
MTE/R
Eval
Accessing Justice (formal judicial processes, denouncing, litigation, and access to rights).
International Policy & Normative Frameworks
Constitutional Rights, National and Subnational Laws and Policies
Governmental Accountability (e.g. M&E mechanisms, implementation of existing policies, laws and commitments. Implementation.)
Women's Political Representation & Leadership in Governmental and Public Institutions (Increasing women's political participation).
Gender Responsive Budgeting
Economic Policies and Decision Making (new economic policies for the benefit of women and women's participation to influence economic policy making). Implementation of economic policies. (à If 1.3, also 2.5 if economic policy)
Women's Engagement in Democratic Processes (increased women's participation as voters and civil society leaders)
Land, Property and Inheritance Rights (only if directly related to access to land or inheritance previously denied)
Productive Assets and Resources --> access to livestock, materials, tools, money, credits, BUT NOT mini-credits for small projects.
Employment and Benefits à access to employment OR governmental programmes and benefits, and to social insurance
Entrepreneurship (promote) à encouragement to build own businesses.
HIV/AIDS à directly related to HIV/AIDS
Rights to Health Services à
Media & Communication à if strengthening media is in outcomes. An explicit goal.
IT à
Changing Mind-Sets and Behavioural Change
Masculinities à significant part of the of the programme is aimed at working with men and boys and changing norms of masculinities
Conflict (aim is to work towards peace in situations of conflict)

Post Conflict, Transitional, Peace Building (aim is to consolidate towards peace in a post-conflict context)
Climate Change
Conservation of Natural Resources
Sustainable Management of Natural Resources
Renewable Energy
EVAW
Above average 5 prog areas
1.1 Traditional workshops or learning sessions (such business development strategies, human rights trainings, gender training)
1.2 Participatory/interactive workshops or sessions
1.3 Vocational training (related to profession à related to employment)
1.4 Leadership skills training (communication skills, negotiation skills, etc.)
1.5 Peer to peer learning (in groups)
1.6 Using ICT as a tool for learning
1.7 Learning about and using ICT as a tool for change
1.8 Expert counselling or advice (eg. Legal advice, economic/market analysis, agricultural technology, technical assistance to gov., etc. in general personalised to context and organisation!)
1.9 Literacy Skills
1.10. Study tours / exchange visits
2.1 Micro loans à get access to loans and micro loan
2.2 Micro grants à for start-ups, for mini projects.
2.3 Cooperatives (formation of, in order to access resources)
3.1 Women's collectives and associations, including labour unions and other collectives
3.2 Mentoring programmes (long-term training and assistance, mainly from more experienced beneficiaries to less experienced ones.)
3.3 Safe spaces for exchange (in the context of other programme activities: e.g. literacy classes, coffee ceremonies, harvesting in groups, etc. à so as to have space to talk about problems etc. à specific strategy)
3.4 Women's parliamentary caucuses or working groups (creation of or working with women groups in within politics)
3.5 Intergenerational exchange groups (foster intergenerational communication à often when young women are beneficiaries)
4.1 Information/sensitisation sessions and meetings with government and community leaders
4.2 Collective policy advocacy actions (such as lobbying on political decision makers)
5.1 Arts (theatre, music, cinema, street performances, etc.)
5.2 Radio shows
5.3 TV and films (such as documentaries on youtube or other didactic tools such as brochure production and distribution)
5.4 Public service announcements
5.5 Engaging role models and celebrities
5.6 Media and social media
5.7 Public awareness events

6. Engaging men and boys
7. Studies (and Shadow Reports of Conventions)
Above average 8 strategies
SDG1
SDG 2
SDG 3
SDG4
SDG5
SDG6
SDG7
SDG8
SDG9
SDG10
SDG11
SDG12
SDG13
SDG14
SDG15
SDG16
SDG17
Above average 5 SDGs
Highly recommend for follow-on funding
Probably recommend for follow-on funding
Not recommend for follow-on funding