INDEPENDENT EVALUATION

2009-2017
OVERVIEW

The purpose of this slide show is to outline the main findings and recommendations of the evaluation team.

These address the terms of reference for the evaluation of the Fund for Gender Equality, a programme of UN Women.

This slide show complements the following evaluation products:
Volume 1: Main Report
Volume 2: Annexes

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This evaluation assesses $84 million USD invested in accelerating the implementation of gender equality commitments through the UN Women Fund for Gender Equality (FGE).

Of this amount, $64 million was granted directly to civil society organisations in 80 countries through 121 grants made over three rounds of grant-making; the remaining funds (24%) covering capacity building, technical support, and management activities.

The Fund encompassed three Programme Documents (ProDocs) starting in 2009 and ending in 2017.
THE FGE GLOBAL PORTFOLIO 2009-2017

- Economic empowerment grants
- Political empowerment grants
- Both economic and political empowerment grants
EVALUATION PURPOSE

This evaluation was commissioned because the FGE ProDoc 2014-2017 is coming to an end.

It assesses the Fund’s:
- achievements,
- working methods,
- management and overall performance.

Learn lessons for women’s political and economic empowerment.
Inform decisions about future programming.

The primary intended users for the evaluation are:
1) FGE staff and grantees
2) UN Women Senior Management Team
3) Women-led organizations, development partners, and gender advocates
The feminist design of the evaluation drew on a combination of two approaches:

- Democratic Evaluation
- Outcomes Harvesting

15 questions arranged under OECD-DAC criteria.

Each question answered using 1-3 hypotheses.

Hypotheses assessed using 3 levels of progress markers.
INDIA

Reported Direct Reach

<table>
<thead>
<tr>
<th>Organisation / Project</th>
<th>Description</th>
<th>Duration</th>
<th>Sector</th>
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<tbody>
<tr>
<td>PRADAN and Jagori</td>
<td>Facilitating Women in Four Endemic Poverty States of India to Access, Actualize and Sustain Provisions on Women’s Empowerment</td>
<td>2010-2015</td>
<td>Leadership</td>
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<td>KMVS and IT for Change</td>
<td>Making women’s voices and votes count</td>
<td>2013-2015</td>
<td>Leadership</td>
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<td>Gender at Work and DSS Mitra</td>
<td>The Dalit Women’s Livelihoods Accountability Initiative</td>
<td>2010-2011</td>
<td>Entrepreneurship</td>
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<td>Rajasthan Network for People Living with HIV/AIDS and IMPACT Partners in Social Development</td>
<td>Ensuring Specific Rights of Women living with HIV</td>
<td>2010-2011</td>
<td>Decent work and social protection</td>
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<td>Jan Sahas Social Development Society</td>
<td>Dignity Campaign – Action for Liberation of Dalit Manual Scavenger Women in India</td>
<td>2013-2016</td>
<td>Decent work and social protection</td>
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BOLIVIA

Reported Direct Reach

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<tbody>
<tr>
<td>Taller de Proyectos del Hábitat Urbano y Rural - Projects and Research Workshop on Urban and Rural Habitat (RED HABITAT)</td>
<td>Women in Construction. Towards its Political and Economic Empowerment.</td>
<td>2016-2019</td>
<td>Decent work and social protection</td>
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DID THE FUND DO THINGS RIGHT?

FINDINGS & CONCLUSIONS

FGE EVALUATION OVERVIEW OF RESULTS

It directly touched the lives of at least **535,823 women** from 80 countries. It touched millions more through policy changes.

FGE is viewed by women’s civil society as an **important and necessary mechanism** for advancing gender equality.

FGE grant-making has contributed directly to the development results and organisational effectiveness priorities in UN Women strategic plans covering 2011-2017.

FGE showed a comparative advantage in **addressing social norms and reaching people who had been left behind**.

Technical support received from the FGE has strengthened grantees, but would need to address a broader set of organisational capabilities to be transformative.

The FGE **culture of accompaniment** supports continuous learning and performance improvement by grantees.
EFFICIENCY

FGE costs benchmark well against comparable Funds

FGE requires annual resources mobilisation in the range of $6m-$10m to remain efficient.

FGE had insufficient human capital for partnership development and fundraising

Overall, FGE offered good ‘value-for-money’.

FGE has a different philosophy about civil society leadership to UN-Women: efforts to address roles and responsibilities of country offices started to be implemented and deliver value late in the lifetime of the Fund

Monitoring and reporting of FGE projects has been systematic, reliable, and detailed; but has struggled to capture outcomes and overall impacts.
POTENTIAL FOR SUSTAINABILITY

FGE continues to occupy a **unique niche** in the financing for gender equality universe

But, the **resource mobilisation needed to be engrained** in the design and implementation of the Fund. FGE needed a specialized staff in fundraising and partnerships: the original FGE design was flawed in terms of long-term sustainability.

Most FGE grantees put in place tactics to sustain the project activities beyond the FGE grant by combining their own funds with other sources. **96% of projects continued to some degree**: 19% expanded.

FGE reached out broader than SDG5 and allows UN-Women to explore new areas.
DID THE FUND DO THE RIGHT THINGS?
POTENTIAL FOR IMPACT

FGE can make a unique impact on the **structural inequality between organisations**

But, the scale of FGE is small compared to the huge demand for gender equality funding that women’s CSOs have expressed (at least $60 million/year of unfunded demand)

FGE helps partners to **establish their legitimacy** and reach people who are forgotten
BUSINESS CASE

FUND FOR GENDER EQUALITY

STRATEGIC
- “Breakthrough” financing for structurally underfunded women’s-CSOs
- Leaving No One Behind

APPRAISAL
- Demand-led financing
- Capacity development in RBM
- Technical support

COMMERCIAL
- Grant management assets and systems
- Portfolio of evidence and pre-approved projects
- M&R network

FINANCIAL
- Management and capacity building cost in the mid-range of equivalent funds and programmes
- Can offset capital costs and risk through strategic partnerships

MANAGEMENT
- Robust proposal and grant management systems
- Rich reporting and communications
- Can offset capital costs and risk through strategic partnerships

PAST
- Increasing numbers of Women’s Funds
- Shrinking Civil Society Space

FUTURE
- Gap in capacity development focused on organisational strength and sustainability of CSOs
- Need to avoid competition for funding with core-resource mobilisation by UN entities
- Core team is missing resource mobilisation and partnerships specialists
Track record of reliably and effectively reaching the furthest-behind-first

Culture and practice of accompaniment has won public endorsement by women’s CSOs

Global overview of knowledge with scope for mainstreaming non-gender funding sources

Demand for broader capacity development of women’s CSOs with follow-up

Synergies and knowledge exchange with other UN-Women programmes, platforms and brands

Strong case for addressing the overall structural underfunding of women’s CSOs

Increasing numbers of more accessible alternative funds replicating the targeting of women’s-CSOs (but, with smaller size grants and lower reach than FGE)

Distributive-equity of grant-making combined with reduced funds leading to smaller size/diluted grants

Low ownership of FGE in UN system

Fundraising message and strategy entangled with UN-Women, creating confusion

Uncertain future for the Fund from 2016 leading to loss of human capital, institutional memory and momentum (requiring a ‘reset’)
RECOMMENDATIONS

BASED ON THE EVALUATION FINDINGS
Prioritise innovation in access to funding and reaching the furthest behind first.

Focus future grant-making and knowledge management on improving access to funding for women’s CSOs to reach the furthest behind first.

Leverage FGE’s comparative and collaborative advantages in addressing social norms to align with New Ways of Working across the UN system.

Advocate with UN Development Group members – including but not limited to UNFPA, UNICEF, UNDP, FAO, IFAD, ILO, IOM, UNEP, and UNHABITAT – for a joint fund for gender equality that will address social norms to advance women’s political and economic empowerment.

Shift future programming from ‘picking winners’ to ‘connecting innovators’.

Conduct a scoping study into the viability, implications and potential of a multi-sided platform ‘business model’ to better address the structural underfunding of women’s organisations.

Incubate the strategic and organisational capacities of women’s CSOs and networks.

Build on the FGE support and strengthen pillars to create an incubator programme for women’s CSOs.
ORGANISATIONAL EFFECTIVENESS AND EFFICIENCY

Redesign the experience of donorship in FGE to build engagement, long-term support, and knowledge exchange.

Commission a dedicated specialist position to engage existing and potential institutional donors in a revitalised partnerships strategy.

Invest in a ground-up revitalisation of FGE fundraising strategy and human resources.

Secure continuous access to professional fundraising capabilities dedicated to continuously replenishing the Fund with a target in the range of $10m-$60m per year.

Preserve the operational assets established by FGE.

Prepare an asset management plan to preserve and benefit from the considerable and successful investments that have been made by FGE.

Acknowledge, document and institutionalise the good practices approach, inter-personal dynamics, and contributions of the FGE team.

Commission a UN Women learning note on lessons and results from the ‘accompaniment’ approach with grantees and internal FGE team dynamics.