

The Women's Peace and Humanitarian Fund (WPHF)

Operations Manual

December 2020

This Operations Manual describes the rules and procedures applicable to the Women's Peace and Humanitarian Fund. It describes its governance structure and decision-making processes at global and country level, and details the processes involved in the allocation of WPHF resources as well as the design, approval and monitoring of projects. It also defines the format of the Fund's results framework, risk management strategy and provides relevant templates.

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1. Review of the main purpose and added value of the WPHF

Since 2000 and the adoption of Security Council resolution 1325, remarkable normative progress has been made at the global, regional and national levels to further advance and operationalize the women, peace and security (WPS) agenda.¹ There is also increasing recognition that placing women's agency at the center of the transition from crisis to sustainable development offers enormous potential for leveraging transformative change.² The Secretary-General's 2015 Report to the Security Council on Women and Peace and Security confirms that the capacity of countries to prevent violence, negotiate peace, boost economic recovery and protect populations hinges on women's participation. Women's meaningful participation in peace and security increases by 50 per cent the likelihood that peace will be sustained.³ Women can play a critical role in conflict prevention by creating early warning networks (including for violent extremism and radicalization), and bridging divides across communities. Research shows that women can greatly facilitate mediation efforts and peace negotiations by opening new avenues for dialogue between different factions. Furthermore, women's active participation in economic re-vitalization makes peacebuilding and recovery efforts more sustainable, as women are more likely to invest their income in family and community welfare.⁴ Similarly, recent evaluations and mounting good practices demonstrate that security and justice sector reforms are more likely to respond to the diverse needs of a post-conflict society and address effectively grievances if security and justice institutions are representative of the societies that they serve.⁵

Despite recognition of the benefits that investing in women brings to improving conflict prevention, conflict resolution, protection, humanitarian action and peace consolidation efforts, their contribution continues to be undervalued, under-utilized and under-resourced. In 2012-2013 only 2 per cent of aid to the peace and security sector targeted gender equality as a principal objective.⁶ Similarly, in 2014, only 20 per cent of humanitarian projects were coded as making a significant contribution to gender equality, while 65 per cent of funding reported through UN OCHA's Financial Tracking Service (FTS) simply did not use the gender marker introduced five years ago. Further, humanitarian, peace and security and development assistance continue to operate in silos. Each have different aims, follow different principles, operate over different spatial and temporal scales and are aligned with different budget lines and rules managed by different actors.⁷ A recent study by CARE on women's leadership

¹See: S/RES/1325 (2000), S/RES/1820 (2008), S/RES/1888 (2009), S/RES/1889 (2009), S/RES/1960 (2010), S/RES/2106 (2013), and S/RES/2122 (2013).

² UN Women, *In Pursuit of Justice: Progress of the World's Women* (2011-2012)

³High Level Panel on Peacebuilding Architecture (2015).

⁴Justino, Patricia. "Women Working for Recovery: The Impact of Female Employment on Family and Community Welfare after Conflict." *UN Women Sourcebook on Women, Peace and Security*. New York. October 2012.

⁵UN Integrated Technical Guidance Note on Gender-Responsive SSR. November 2012

⁶ OECD-DAC Gender Equality Network. "Financing Security Council resolution 1325 (2000)." March 2015

⁷ Visioning the Future: Reporting the findings of the Future of Humanitarian Financing initiative and dialogue processes (2015).

during the COVID pandemic also indicates that humanitarian response is neither localized nor woman-led with less than 0.1% of funding being committed to local organizations⁸.

To address the financing gaps and create greater synergies between different sources of finance to meet the needs of women across the humanitarian-development divide, a Women, Peace and Security Financing Discussion Group (FDG) was established in June 2014. Composed of representatives from donors, conflict-affected Member States, United Nations entities and civil society, it recognized the urgent need to prioritize action and established the Women's Peace and Humanitarian Fund⁹ - a global pooled funding mechanism which aims to re-energize action and stimulate a significant shift in the financing of the women's participation, leadership and empowerment in humanitarian response, and peace and security settings. The WPHF is a flexible and rapid financing mechanism. It supports quality interventions designed by civil society organizations to enhance capacities to prevent conflict, respond to crises and emergencies, and seize key peacebuilding opportunities. Sustainability and national ownership are key principles of investments.

The WPHF has the following three main functions:

- **Breaking silos between humanitarian, peace, security and development finance** by investing in enhancing women's engagement, leadership and empowerment across all phases of the crisis, peace and security, and development contiguum.
- **Addressing structural funding gaps for women's participation** in key phases of the crisis, peace and security, and development contiguum by improving the timeliness, predictability and flexibility of international assistance.
- **Improving policy coherence and coordination** by complementing existing financing instruments and promoting synergies across all actors: multi-lateral and bilateral entities, national governments' women's machineries; and local civil society organizations.

The WPHF complements and co-finances strategic interventions with other financing instruments, such as supporting the implementation of a country's National Action Plan on WPS, or co-financing with the Peacebuilding Fund (PBF). In order to ensure complementarity with the PBF, the WPHF will only support peace and security interventions by civil society organizations or in support of civil society organizations. In humanitarian settings, the WPHF will complement existing humanitarian financing instruments by investing in local women's organizations to ensure that women's needs are incorporated into the humanitarian response, in particular in the planning phase, and that localization is ensured by leveraging their expertise, access and legitimacy on the ground.

⁸ Where are the Women? The Absence of Women in COVID-19 Response. https://www.care-international.org/files/files/CARE_COVID-19-womens-leadership-report_June-2020.pdf

⁹ Formerly the Global Acceleration Instrument on Women, Peace and Security and Humanitarian Action

2. Funding Mechanisms of the WPHF

In accordance with its Terms of Reference, the WPHF main channel of support is through a country-based allocation of at least \$2 million per eligible country. Initial investments of \$1 million will be accepted but the Funding Board will work towards matching the contribution to reach the \$2 million target. Country-based allocations are made by the global Funding Board based on a clear rationale and added value of the WPHF, as well as a concrete contribution to a limited number of outcomes in the WPHF's results framework. The totality of WPHF funds will be allocated to or in support of civil society organizations.

Under its regular funding stream, responsibility to manage the WPHF allocation, including project-level approval is delegated to a national level steering mechanism at country level. In most countries, the national-level steering mechanism will be an inclusive multi-stakeholder platform between the government, UN and civil society. In exceptional cases to enable the WPHF to intervene in a preventive manner, the Funding Board may delegate responsibilities to manage the WPHF country allocation to the Resident Coordinator. For the humanitarian response, the WPHF country allocation is managed by the Humanitarian Coordinator.

In regions facing similar conflict-related or humanitarian challenges, the Funding Board might also decide on multi-country allocations. Such allocations will only be made if a coordinated steering mechanism exists or can feasibly be created. In exceptional cases, the Funding Board may authorize multi-country funding to be allocated to one target country if the latter can present a clear plan for coordination with other target countries. In the case of multi-country allocations involving a large number of countries (more than two), the signature of a regional organization or of the Governments of at least two countries may be accepted in order to transfer the Funds to the PUNOs.

The Funding Board may consider making several successive allocations in a country. The decision of investing an additional allocation in a country will depend on the results reached by WPHF in the country during the first phase and a clear sustainability and/or exit strategy submitted by the UN Country RC/HC with an updated country allocation proposal.

In order to respond to a limited number of sudden onset emergencies, the WPHF will build a reserve to enable it to make a country allocation of at least \$2 million within a maximum of 5 working days.

In addition, in line with its knowledge management, capacity building, and rapid response needs at the global level, the WPHF funds a limited number of **global level projects**, including through its Rapid Response Window. Global level projects are submitted to and approved by the Funding Board.

In addition to its regular funding stream, the WPHF Funding Board has the ability to develop targeted funding windows to respond to specific situations that emerge. As of August 2020, WPHF has 2 dedicated and targeted funding windows (in addition to its regular funding cycle):

- A COVID-19 Emergency Response Window, established in 2020 to support local organizations on the frontlines of the pandemic and its gendered dimensions, either through programmatic or institutional support.
- A Rapid Response Window on women's participation in peace processes and the implementation of peace agreements, which provides rapid and short term funding to support women's meaningful participation in international, national or regional peace processes or the implementation of peace agreements (as recommended by the UN SG in his 2019 annual report on Women, Peace and Security).

The rules and procedures governing these funding mechanisms may be found in sections 3 and 5.

3. Governance of the Fund

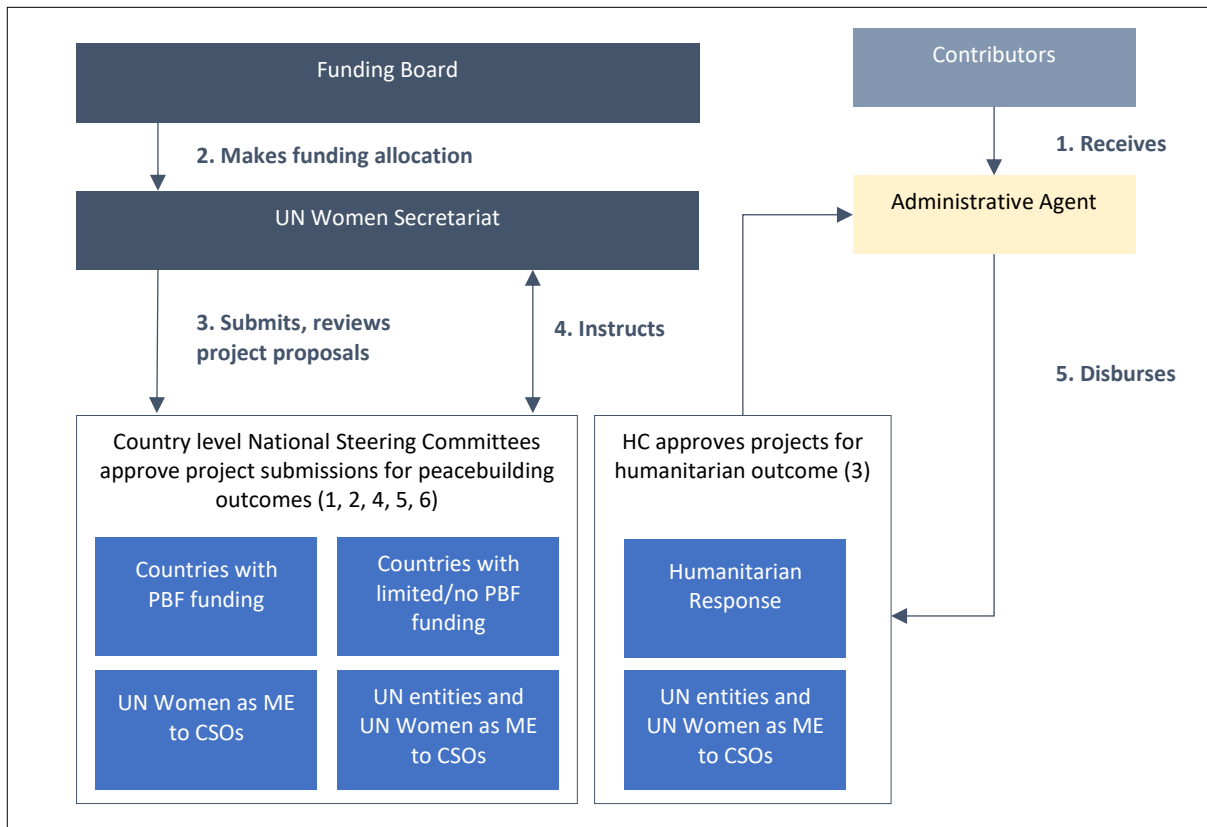
3.1. Governance and management structure

Governance of the Fund is described in the WPHF's Terms of Reference and is carried out at three levels:

- *Partnership coordination and fund operations* through the Funding Board at the global level, National Steering Committees at country level and the Technical Secretariat. In order to ensure flexibility and country ownership, the governance arrangements combine a global oversight mechanism with country specific steering committees. The Technical Secretariat ensures operational support for the WPHF.
- *Fund design and administration* by the MPTF Office.
- *Fund implementation* through Participating UN Organizations (PUNOs). The Management Entity for CSOs also acts as the WPHF Secretariat at the country level. UN Women acts as the UN Management Entity for CSOs and WPHF Secretariat where UN Women has a field presence. In countries where UN Women does not have a field presence, another UN entity will be designated as the Management Entity for CSOs and WPHF's country level Secretariat.

A summary of the governance arrangements is shown in the figure below.

Figure 1: WPHF Governance Arrangements



Overall direct and indirect management costs of the WPHF will be up to 15 per cent, broken down as follows:

- 1% for the Administrative Agent (MPTFO)
- Up to 7% for the WPHF Technical Secretariat
- Up to 7% for the PUNOs.

Exceptions to this fee structures can be made on exceptional basis and need to be approved by the Funding Board and the AA if relevant.

This section describes the roles, responsibilities, and composition of the governance entities.

3.2. Funding Board

Responsibilities of the Funding Board

The Funding Board shall provide the Fund's partnership platform and constitute its guiding and supervisory body. It shall assume the following responsibilities:

i. Provide a platform for partnership, coordination, advocacy and resource mobilization at global level

As a partnership between Member States, the UN and civil society, the Funding Board shall provide a forum for exchange and coordination on women's engagement in humanitarian action and peace and security. It shall manage donor relations and communicate the WPHF's mandate, funding mechanisms, theory of change, results framework, progress, and evaluations to national and international partners. It shall facilitate coordination and consistency with other initiatives on humanitarian action and peace consolidation. All members of the Funding Board shall actively engage in resource mobilization efforts for the WPHF. The Funding Board shall provide guidance and request the Technical Secretariat to develop a resource mobilization strategy as well as operational annual plans.

ii. Regularly setting, validating, and adjusting the Fund's strategic direction

The WPHF's strategic direction shall be determined based on its theory of change, five-year results frameworks and country priorities. The Funding Board shall approve the WPHF's results frameworks and eligible countries based on agreed methodology and criteria provided under section 5. The Funding Board shall task the Technical Secretariat with consulting with Funding Board members to prepare the fund results frameworks and selection criteria. Based on regular reviews of the Fund's progress, the Funding Board shall draw lessons learned from implementation, review and revise the WPHF's theory of change and its expected results. The Funding Board may approve revisions to the WPHF's Terms of Reference and extend the Fund.

iii. Authorize the Administrative Agent, on the basis of its decisions to allocate funds to eligible countries and to transfer funds to Participating Organizations for global projects and sudden onset emergencies

The Funding Board shall make a funding allocation to eligible countries. In order to ensure an impact, country or multi-country fund allocations, in general will be no less than \$2 million per country. Initial investments of \$1 million will be accepted but the Board will work towards matching the contribution to reach the \$2 million target.

The Chair of the Funding Board shall sign the submission forms for country-based allocations instructing the Administrative Agent to make these funds available to specific countries. Funds will be transferred to PUNOs upon the Administrative Agent's receipt of the signed fund transfer request form and duly signed project documents from the agreed country-level steering mechanism. In the case of a sudden onset emergency and global projects, the Chair of the Funding Board will directly sign the fund transfer request form instructing the Administrative Agent to transfer funding to the specified PUNOs. The country allocation and fund transfer request forms are submitted to the Administrative Agent through the Technical Secretariat.

iv. Ensure that the Fund's operations are well managed

The Funding Board shall examine and approve the WPHF Operations Manual in the course of its first two meetings. It may then, if necessary, commission a review of the Operations Manual. In this context, when the Funding Board is called on to rule on a procedural point not covered by the manual, its decision shall count as precedent until the end of the three-year period, at the end of which the Operations Manual should be amended accordingly and validated by the Funding Board. The Funding Board will approve direct costs related to the Fund's operations supported by the Secretariat. The Chair of the Funding Board shall sign the submission form approving the transfer of funds for direct costs, which is then transmitted to the Administrative Agent through the Technical Secretariat.

v. Approve the Fund's risk management strategy and review risk regularly

The Funding Board shall task the Technical Secretariat to prepare a fund risk management strategy in consultation with relevant stakeholders. The template for the risk management strategy is provided in section 7.

vi. Monitor progress against the results framework, provide general oversight and exercise overall accountability of the WPHF

In accordance with the standard UNDG legal instruments, annual and final reports (narrative and financial) consolidated respectively by the Technical Secretariat and Administrative Agent shall be submitted to the Funding Board for review and approval. This will include consolidated information from the Administrative Agent's results-based management system. The Funding Board shall use this information to monitor the WPHF's performance in line with its theory of change and results framework, and to make future allocation decisions. Following examination of these reports, the Funding Board shall be responsible for requesting any revisions deemed necessary, including closure of country or multi-country allocations and global projects in question in the event of under-performance and request the refund of the unspent balance. Once the reports have been validated by the Funding Board, the Technical Secretariat shall send it to the Administrative Agent, which shall pass it on to the contributors and communicate it publicly. The Funding Board shall authorize the Technical Secretariat to transmit the reports validated by the Funding Board to other bodies for the purposes of official notification.

The Technical Secretariat will convene quarterly meetings with working level members of the Funding Board to update them on the WPHF's progress.

The Funding Board shall commission a mid-term as well as external independent evaluation of the overall performance of the Fund to obtain a systemic evaluation of fund achievement. The final evaluation/lessons learned exercise shall be commissioned about 12 months before the Fund's operational end date. Both the mid-term and final evaluations shall be commissioned through the Technical Secretariat. The lessons learned shall be consolidated and shared widely.

vii. *Provide quality assurance of knowledge products*

The Funding Board shall review and approve all global knowledge products produced with funding from the WPHF. This excludes knowledge products developed by partner CSOs with WPHF Funding. It will ensure that knowledge products are widely and freely disseminated.

The Funding Board shall be supported in its duties by the Technical Secretariat.

Composition of the Funding Board

The Funding Board is comprised of representatives from the UN family, Member States and civil society. The four largest donors to the WPHF will be invited to participate in the Funding Board on an annual rotational basis. In addition to UN Women, two UN participating organization (on a biennial rotational basis), and the Peacebuilding Support Office (PBSO) will form part of the Funding Board. Four representatives from global civil society organizations focused on prevention, humanitarian response and peacebuilding will be invited as members of the Funding Board on a biennial rotational basis. Civil society membership will be determined through a self-nomination process.

The Funding Board comprises twelve members, as follows:

- *Four representatives of the largest contributors* to the WPHF on an annual rotational basis (Permanent Representatives to the donor countries' mission to the United Nations or representatives designated by the Permanent Representative. Where possible donor representatives from Capitols are encouraged to participate). The Four largest contributors on year x are Board members on year x+1.
- *Four civil society representatives.* The civil society representatives shall be self-nominated on a biennial rotating basis. The two other CSOs will be selected through consultations led by the current CSOs Board members on a self-nomination basis and will be submitted to the Funding Board for approval.
- *Two representatives from Participating UN Organizations (PUNOs)* on a biennial rotational basis (signatory of the MOU or his/her delegate at the Director level).
- *One representative from the Peacebuilding Support Office* (Assistant-Secretary General for Peacebuilding Support or Chief of the Financing Branch of the Peacebuilding Fund).
- *One representative from UN Women* (Assistant-Secretary General for Policy and Programme level or his/her delegate at the Director level).
- *The MPTF Office Executive Coordinator*, participating in the Funding Board as an ex officio member but without the right to vote.

The Technical Secretariat shall attend meetings of the Funding Board but may not vote. It shall serve as secretary of the Funding Board in the capacity of rapporteur.

The Funding Board will nominate the chair on a biennial basis. The chair of the Funding Board for 2016 and 2017 will be nominated at the Funding Board's first meeting.

In the event of absences, designated substitutes for PUNOs may not be of lower rank than Director. Should both the Chair and at least five voting members of the Funding Board be absent, the Technical Secretariat shall postpone the meeting of the Funding Board.

Operations and Rules of Procedures of the Funding Board

Ordinary meetings of the Funding Board shall be held once a year. The meetings shall be convened by the Chair of the Funding Board through the Technical Secretariat by means of a communication to the members of the Funding Board at least fifteen working days prior to the meeting date. The agenda, study documents, minutes of the previous meeting and a note on the progress made in implementing activities shall all be attached. The quorum shall be set at seven of twelve voting members present. At least one civil society organization needs to be present to meet the quorum. The Funding Board may, through the Technical Secretariat, invite honorary or exceptional members to attend in respect of any issue requiring clarification or an external perspective; such members shall not be involved in decision-making.

In order to ensure the WPHF is operational as quickly as possible, the Funding Board will hold two meetings in 2016. For the first inception meeting, the UN Women ASG for Policy and Programme shall send a letter of invitation to the members of the Funding Board at the levels indicated above.

The Funding Board shall make its decisions by consensus. For each decision, the Chair shall canvass the opinions of each member. If no consensus is reached, the proposal shall be returned to the Technical Secretariat for extensive review; it could then be returned to the agenda following recommendation. The Funding Board may agree to provide comments on documents and take decisions electronically.

To avoid conflicts of interest, all members of the Funding Board must declare any conflict of interest with any points on the agenda. If a programme proposal is submitted to the Funding Board by a participating organization with a seat on the Funding Board, or if the participating organization is an implementing partner or will indirectly receive funds through the project, the organization shall not be allowed to vote on the corresponding item.

The Chair of the Funding Board may decide to convene extraordinary meetings of the Funding Board; members must be informed of these by means of the same procedure as for ordinary meetings. The Chair of the Funding Board may also be asked to convene an extraordinary meeting by a minimum of four members of the Funding Board. The Chair of the Funding Board then has ten working days to convene the meeting through the Technical Secretariat.

In the case of an emergency, the Chair of the Funding Board shall convene an extraordinary meeting of the Funding Board. Members will be informed 24-48 hours in advance. The Chair may solicit feedback from Funding Board members and make country level allocations through electronic means, including on a no objection basis within 48 hours. A meeting of the working level Funding Board will be held maximum 10 working days after an emergency allocation is decided.

The Funding Board may decide to create working groups comprised of a reduced number of Members to work on specific issues.

3.3 Country-level Steering Committees

Country or national-level steering mechanisms have delegated responsibility from the Funding Board to manage the WPHF allocation at the country level.

The Resident Coordinator/ Humanitarian Coordinator and the UN agency designated to play the role of the secretariat at country level will submit the most appropriate country level steering mechanism to the Funding Board for approval as part of the country allocation process. In countries where UN Women has a field presence, UN Women shall play the role of the country level secretariat.

Responsibilities of the Country-level Steering Committees

The country-level steering committees shall assume the following responsibilities:

i. Provide a platform for partnership, coordination, advocacy and resource mobilization at the country level

National level steering committees shall provide a forum for exchange and coordination on women's engagement in relevant WPHF outcome areas in each eligible country. It shall communicate the WPHF's country allocation, projects, progress, and evaluations to national and international partners. All members of the national level steering committees shall actively engage in resource mobilization efforts for the WPHF and manage partner relationships at country level. The Chairs shall also coordinate broad national and local consultations ahead of a civil society self-selection process to ensure diverse representation.

ii. Manage WPHF resources at the country level

The national level steering committees have delegated responsibility from the Funding Board to manage the WPHF allocation at the country level. The national level steering committee is responsible for selecting and approving projects in line with the WPHF's country allocation's contribution to the WPHF results framework. The national level steering committees must ensure that all project documents are shared with the WPHF Technical Secretariat for technical review. The national steering committee must approve all programmatic or budget revisions, and project extensions as appropriate.

iii. In coordination with the Technical Secretariat, request the Administrative Agent to transfer funding to PUNOs on approved project documents and available cash balance in the fund account

The co-chairs of the national level steering committees (or HC in the case of humanitarian response projects, and RC in the case of exceptional prevention projects or when Government's presence might constitute a threat to women human rights defenders and women peacebuilders) shall sign the submission forms and approved project documents, which are then transmitted to the Administrative Agent through the global Technical Secretariat.

iv. Monitor progress and provide oversight on project performance

National level steering committees shall review annual and final narrative reports prepared by implementing entities. The national level steering committees shall use this information to monitor project performance and to inform future project allocation decisions. Following examination of these reports, the national level steering committees shall be responsible for requesting any revisions deemed necessary, including closure of projects in question in the event of under-performance and reimbursement of the balance to the country fund account.

Composition and Operation of the National level Steering Committees

To the extent possible, existing structures will be used rather than establishing new ones. In most cases, it is envisaged that existing coordination committees for WPS, including National Action Plans coordination mechanisms, PBF Joint Steering Committees, Spotlight Initiative National Steering Committees, or other MPTF Steering Committees¹⁰ will be used.

At a minimum, the national level steering committee will be made up of:

- Representatives from the government
- Representatives from PUNOs
- At least two representatives from civil society
- Representatives from the donor committee.

Each country will specify in its proposal to the Funding Board, the composition of its national level steering committee and report on¹¹ the number/names of civil society organizations who participated in the decision-making process.

National level steering committee Rules of Procedures

The co-chairs (UN and Government) of the national level steering committee shall invite members of the national level steering committee to meetings through its Secretariat. The co-chairs of the national level steering committee may invite honorary or exceptional members to attend in respect of any issue requiring clarification or an external perspective; such members shall not be involved in decision-making.

¹⁰ The WPHF could operate as either a recipient or feeder fund with another fund at the country level in line with the commitment to use existing steering committees and structures

¹¹ In the MPTFO Transmittal Form cover page.

Ordinary meetings of the national level steering committee shall be held at least once a year. The meetings shall be convened by the co-chairs of the national level steering committee through the country-level Secretariat by means of a communication to the members of the national level steering committee at least ten working days prior to the meeting date. The agenda, study documents, minutes of the previous meeting and a note on the progress made in implementing activities shall all be attached. The communication and the documents shall be sent at least ten working days prior to the national level steering committee meeting. The co-chairs of the national level steering committee shall set the quorum depending on the number of voting members. A quorum requires at least 51% of voting members and at least 1 CSO to be present.

The national level steering committee shall make its decisions by consensus. For each decision, the co-chairs shall canvass the opinions of each member. If no consensus is reached, the proposal shall be returned to the UN office providing secretariat support for extensive review; it could then be returned to the agenda following recommendation. The national level steering mechanism may agree to provide comments on documents and take decisions electronically.

To avoid conflicts of interest, all members of the national level steering committee must declare any conflict of interest with any points on the agenda. If a project proposal is submitted to the national level steering committee by a participating organization with a seat on the national level steering committee, or if the participating organization is an implementation partner or will indirectly receive funds through the project, the organization shall not be allowed to vote on the corresponding item.

The co-chairs of the national level steering committee (UN and Government) may decide to convene extraordinary meetings of the national level steering committee; members must be informed of these by means of the same procedure as for ordinary meetings. The co-chairs of the national level steering committee may also be asked to convene an extraordinary meeting by a minimum of three members of the national level steering committee. The co-chairs of the national steering committee then has ten working days to convene the meeting through the UN office providing secretariat support.

Responsibilities of the National Steering Committee Secretariat

Country level Secretariat support to the national level Steering Committee includes:

- Maintaining and circulating the calendar for national level steering committee meetings, preparing the agenda, minute taking and information dissemination to members and the global Technical Secretariat.
- Requesting proposals following a decision by the Steering Committee, receiving project proposals, reviewing for compliance and completeness, and sharing with the global Technical Secretariat for technical review.
- Compiling and circulating endorsed projects by the Technical Secretariat with the national level steering committee members for review and approval.

- Submitting signed and approved project documents and fund transfer request forms to the global Technical Secretariat for onward submission to the Administrative Agent.
- Coordinating communication between the global and national level.

The UN Management Entity for CSOs will also act as the WPHF Steering Committee Secretariat, using the indirect costs (up to 7%). In countries where UN Women has a field presence, UN Women will act as a Management Entity for CSOs and WPHF Steering Committee Secretariat. In countries where UN Women does not have a field presence, another designated UN Entity will act as both the Management Entity for CSOs and the WPHF Steering Committee Secretariat.

3.4 Global Technical Secretariat

UN Women will act as the WPHF Technical Secretariat at the global level, thus ensuring that dedicated funding is accompanied by technical expertise, political support, and the appropriate partnerships. UN Women will coordinate with the rest of the UN system through the UN Inter-Agency Standing Committee on WPS. The Technical Secretariat shall assume the following functions across five output areas:

Output 1.1: Quality, efficient and timely technical support and advisory to the funding board is provided

- Organizing meetings of the Funding Board and preparing the relevant documentation.
- Based on consultations with a wide range of stakeholders, preparing documentation on WPHF's strategy for Board consideration and approval
- Preparing the selection criteria for prioritization of countries and long-list of eligible countries based on approved methodology by the Funding Board.
- Drafting and passing the minutes of Funding Board meetings.
- Recording all decisions made.
- Following up meetings of the Funding Board to ensure that its decisions are implemented properly and reporting back to it if necessary.
- Preparing and submitting to the Funding Board for approval direct cost project proposals.
- Design and implement resource mobilization strategies for the Fund

Output 1.2: The Secretariat promotes in its operations a culture of risk management, accountability and transparency

- Elaborating and updating the WPHF Operations Manual for adoption by the Funding Board.
- Guaranteeing compliance with the Fund's rules and procedures.
- Coordination and management of all day-to-day activities necessary for the smooth running of the Fund.
- Liaison with the Administrative Agent's office in New York, notably submission of fund allocation and transfer requests on behalf of the Funding Board and national steering mechanisms.

- Ensuring that activities financed by the Fund are compliant and consistent with best practices and with international standards.
- Based on the WPHF's country eligibility criteria and in consultation with Funding Board members and Resident Coordinators, reviewing the country allocation proposals for technical compliance and consideration by the Funding Board.
- Monitoring operational risks in line with the Fund's risk management strategy.

Output 1.3: Results-based monitoring, reporting and evaluation contributes to achieving the outcomes of the WPHF

- Based on the strategic direction of the Funding Board, preparing the Fund's three-year results framework for consideration and approval by the Funding Board.
- Conducting high-quality, technical, and financial reviews of project proposals based on agreed criteria prior to its submission to the Funding Board (for global projects) and national level steering committees through the UN office providing secretariat support, with recommendations.
- Consolidating annual narrative reports of the Fund's activities and performance based on project reports and the performance reports from the Administrative Agent's result-based management and submitting to the Funding Board and Administrative Agent.
- Update and maintain WPHF Management Information System (MIS)
- Contracting independent evaluators based on decisions from the Funding Board to evaluate the performance of the Fund.
- Review and issuing opinions and recommendations to the Funding Board on all monitoring and evaluation reports.

Output 1.4: WPHF is a recognized global hub of knowledge and capacity building in the field of women, peace and security and humanitarian action

- Conduct capacity building with partners in a broad range of organizational and WPS topics
- Provide on-going technical coaching and support to UN country offices and Management Entities
- Carry out evaluations to monitor and assess the delivery, accessibility, and effectiveness of capacity building initiatives
- Manage the Community of Practice platform (WPHF-C) that promotes networking and information exchange among WPHF grantees

Output 1.5: Visibility of WPHF and its mandate is enhanced among a wide range of audiences through effective communications and innovative partnerships

- Implement a comprehensive communications strategy to support the visibility and resource mobilization objectives of WPHF
- Ensuring that knowledge products produced with WPHF funding are widely and freely disseminated.
- Communicating and circulating information on the WPHF, its priorities, activities and performance to all stakeholders at national and international level.

- Plan and launch visibility events and digital campaigns to engage new audiences and support WPHF's resource mobilization goals

Composition and qualification of the Technical Secretariat

Under the general direction of the UN Women Chief, Women, Peace and Security and Humanitarian Action, the Technical Secretariat will comprise high-level technical personnel in the fields necessary for managing a fund in the areas of humanitarian action and women peace and security.

The Technical Secretariat shall comprise, at the minimum

1. One international professional – P4 who will act as the Head of the Secretariat
2. One Programme Associate – G6
3. A communications and knowledge management specialist (P3)
4. A Programme coordinator (P3)

The Secretariat shall recruit additional staff members and consultants as needed.

The Technical Secretariat's operating costs shall be charged to the Fund as direct costs (no more than 7 per cent). The cost proposal covering a three-year period shall be submitted to the Funding Board by UN Women for examination and approval. It shall include a logical framework and a budget.

For the first year, the full requested amount based on resource mobilization targets shall be transferred to UN Women and adjustments can be made on the following years with the Funding Board's approval depending on actual resources mobilized.

3.5 Administrative Agent

The UNDP MPTF Office shall be the Fund's Administrative Agent designated in accordance with the memorandum of understanding signed with Participating UN Organizations.¹² It shall carry out the following functions:

i) conclude a Standard Administrative Agreement (SAA) with each contributor wishing to provide financial support for the Fund.

The Administrative Agent will inform the Technical Secretariat immediately of SAA signatures and ensure that the signed SAA as well as information relating to the contributions, is published on the Fund's website (<http://mptf.undp.org/factsheet/fund/GAI00>). Each SAA shall specify the total financing amount, the deadlines for payment instalments, and any earmarking.

ii) receiving contributors' financial allocations and depositing them in the Fund account

¹² All standard UNDG legal agreements can be found here: <http://mptf.undp.org/document/legal>

The Fund's Gateway website gathers real-time financial information relating to the Fund's commitments and expenditures. Applicable interest rates and the Administrative Agent's fees (one per cent on every contribution) are also calculated in order to determine the balance available for programming. The Administrative Agent shall regularly communicate the financial state of the Fund and the balance available for programming to the Funding Board, through the Technical Secretariat, and shall present the financial state of the Fund during the Funding Board meetings.

iii) making country allocations in accordance with the decisions of the Funding Board

On instructions from the Funding Board, the Technical Secretariat shall notify the Administrative Agent to make country allocations. The allocation request (Annex 1) shall be made via electronic media to the Executive Coordinator of the MPTF and copied to the country UN Resident Coordinator / Humanitarian Coordinator, the UN agency providing secretariat support at country level, and to the MPTF Portfolio Manager in charge of the Fund at the MPTF Office. The following documents must be attached: the signed country allocation document and the corresponding minutes of the Funding Board meeting. Upon receipt, the Administrative Agent will earmark the funding to the specific country.

iv) Subject to the availability of funds, releasing funds to each Participating UN Organization in accordance with the decisions of the Funding Board and national level steering committees

On instructions from the Funding Board for global projects, and immediate disbursement for emergency projects, as well as national level steering mechanisms, the Technical Secretariat shall notify the Administrative Agent to release funds to PUNOs. The transfer request shall be made via electronic media to the Executive Coordinator of the MPTF and copied to the country UN Resident Coordinator/Humanitarian Coordinator, the UN agency providing secretariat support at country level, and to the MPTF Portfolio Manager in charge of the Fund at the MPTF Office. The following documents must be attached: a fund transfer request and the project document, both correctly signed, as well as the corresponding minutes of the Funding Board or national steering committee meeting. Upon receipt, the Administrative Agent will transfer the funds to the headquarters account of the relevant PUNO. In line with UNDG guidance, a minimum threshold of \$100,000 per individual transfer to a PUNO is put in place.

The Administrative Agent shall release each payment within three to five working days of receipt of the instruction from the Technical Secretariat together with all required documents. In the case of an emergency response, the Administrative Agent will aim to release funds within one to two working days. The Administrative Agent shall confirm that funds are available and release them on the basis of the budget provided for in the approved programme-related document.

When making the transfer, the Administrative Agent shall notify the PUNO and send an electronic payment notification with the following information: (a) the amount transferred; (b) the value date of

the transfer; and (c) an indication that the transfer has come from the UNDP MPTF Office and has been made on behalf of the Fund.

v) Uploading narrative reports on the Gateway

The MPTF Portfolio Manager in coordination with the Global technical secretariat will ensure that all narrative reports are uploaded onto the relevant WPHF project pages on the Gateway.

vi) consolidating annual and final financial reports on the basis of financial reports provided by PUNOs and circulating consolidated narrative and financial reports to the Funding Board and contributing partners.

vii) administering funds received, in accordance with UNDP rules, procedures and policies, including the provisions relating to liquidation of the account and related issues.

3.6 Contributors

Contributors are the financial partners which allocate resources to the Fund. They may be governments (i.e. development partners), or institutions, either public or private, including multilateral, intergovernmental, and non-governmental organizations and individuals. The four largest contributors in a given year are represented on the Funding Board in the following year, and participate in creating strategic guidelines for the Fund, promoting partnerships and monitoring the Fund's overall portfolio.

Contributors wishing to contribute to the Fund must sign a Standard Administrative Agreement with the Administrative Agent (SAA). Contributors shall be able to direct their contributions into the Fund account. **Contributors may earmark their contributions at the outcome level, or at the country level, as long as the earmarked country is among the countries longlisted by the WPHF Funding Board.**

3.7 Participating organizations

Responsibilities of the UN Management Entity for CSOs

The designated UN Management Entity (ME) for CSOs (UN Women in countries where UN Women has a field presence) will ensure economical use of funds and assume programmatic and financial accountability for funds received from the Administrative Agent and ensure timely disbursements of funds to partners CSOs in accordance with the decisions of the country level steering committee and its rules and regulations. The UN Management Entity will also ensure project monitoring, evaluation and audit of CSOs projects and manage the reporting system of CSO projects on behalf of the country steering committee and in line with its rules and regulations.

At the country level, the ME will support CSOs in designing and developing project proposals for submission to the WPHF in an inclusive and transparent manner, and strengthen their capacity in implementation of the women, peace and security and humanitarian agenda. Specific efforts will be made to identify, work with, and mentor a range of local CSOs at the country level. Such CSOs will receive funds for approved projects through the ME at the country level. The ME will undertake the following in line with its rules and procedures:

- Assume programmatic and financial accountability for funds received from the Administrative Agent for CSO projects directly approved by the national level steering committee;
- Undertake capacity assessments of implementing partner CSOs.
- Provide technical support to CSOs for drafting their proposals with specific attention to outreach to small /grassroots / community based CSOs.
- Prepare and sign Agreements for CSO implemented projects, in accordance with the decisions of the national level steering committee.
- Undertake orientation and training for CSOs with regard to the administrative, programmatic and financial procedures applicable to the WPHF.
- Design and implement a capacity-building plan for CSOs with a specific attention to outreach to small /grassroots / community based CSOs.
- Ensure timely fund disbursement to CSOs in line with the disbursement schedules in the signed PCAs.
- Undertake project monitoring activities.
- Ensure financial follow-up through regular collection of financial reports based on approved budgets and financial auditing.
- Maintain information and ensure communication about disbursements to CSOs.
- Provide financial reports to the Administrative Agent.
- Provide consolidated inputs on achievements of the CSO-funded projects in an Annual Report submitted to the WPHF Global Secretariat

The UN Management Entity for civil society organizations is also responsible for the management of Risk relating to cash advances to implementing partners. There is a risk that cash transferred to a Partner may not be used as intended or reported in accordance with agreements and approved work-plans and the Management Entity should therefore effectively manage this risk. The Project Manager shall monitor advances on a systematic basis and missing financial reports must be followed up in a timely manner. The cash advance modality requires a close monitoring from the Field Office in order to verify the correct use of the advanced funds for achieving of immediate results and expected outputs. The Field Office must also monitor the amounts to be advanced to the project, according to the planned activities in any period (at least quarterly). If the balance at the end of the period is too high, the Field Office must determine what the problem is and, together with the Partner, implement necessary corrective actions. Overall, the responsibility to manage the risk of advancing funds to partners is with Management Entity Office issuing the advance. In addition, Partners shall be audited in accordance with the Audit Policies and Procedures of the UN Entity acting as the ME for CSOs.

The Management Entity (ME) for civil society organizations will take appropriate measures to prevent illegal practices and/or improper behavior (such as fraud, violation of the fundamental principles of procurement rules, harassment, sexual harassment, sexual exploitation and abuse, other forms of misbehavior and/or any irregularity) in connection with the implementation of the project/programme. In the event that the ME determines that there are credible allegations of illegal practice and/or improper behavior, the ME will take swift and appropriate action to stop and investigate in accordance with applicable organizational regulations and applicable law.

The ME will promptly inform the National Steering Committee of any instances of illegal practice and/or improper behavior as referred to in this paragraph.

The designated UN ME shall use the indirect costs (up to 7%) to cover costs related to both the Management Entity and the country level Secretariat roles. The UN Management Entity will also be able to use direct costs of no more than 5% of the total allocation for capacity building purposes, with a specific focus on grassroot and local CSOs, as well as specific attention on civil society organizations having failed the application process. The specific allocation for capacity building should be approved by the National Steering Committee after technical review by the Secretariat to ensure non duplication with Global capacity building efforts¹³.

The WPHF Global technical Secretariat also has the ability¹⁴, on a case by case basis, to provide staffing costs to the UN ME, based on a series of criteria such as size of portfolio and grants, as well as local capacities. These costs should not be over 3% of the total active allocation (see Annex 12)

4. The WPHF's Results Framework

The performance of the WPHF will depend on its investment decisions. In order to enable WPHF decision makers at the global and country level to invest its resources most effectively, the WPHF will develop a robust fund three-year results framework. This results framework includes a fund strategy underlined by a theory of change; the fund's expected results, with annual targets; and estimated financial needs.

The Funding Board shall consider the WPHF's results framework as a dynamic instrument that will be revised every three years to ensure that it takes account of contextual changes, programmatic results, failures and lessons learned, and evaluations. The components of the WPHF's results framework are described below.

¹³ As per the decision of the Funding Board in its annual meeting of 6 April 2020.

¹⁴ Ibid.

4.1. The WPHF Strategy underlined by its Theory of Change

The WPHF strategy articulates its approach for achieving its objectives: breaking the silos between humanitarian, peace, security and development finance; addressing the structural funding gap for women's participation across the contiguum; and improving policy coherence and coordination.

It shall be anchored in the shared theory of change articulated in *Tracking Implementation of Security Council resolution 1325 (2000)*¹⁵ and elaborate on the following elements:

- *An analysis of the problem*, its underlying causes, the context and stakeholder dynamics.
- *Identification of the desired long-term change* and beneficiaries (fund impact). The WPHF's overall goal is to contribute to more peaceful and gender equal societies.
- *The proposed pathway to change*, which sets out the causal linkages and sequences of events needed to create the conditions for achievement of long-term change. The WPHF has highlighted that achievement of its desired impact will require that women are empowered to participate in, contribute to, and benefit from conflict prevention, crisis response, peacebuilding, humanitarian engagement, and recovery. Results in these areas constitute the outcomes of its theory of change (see below).
- **Outcome 1: Enabling environment for the implementation of WPS commitments:** This will require evidenced-based advocacy and technical support to ensure the adoption of quality, locally relevant accountability frameworks that meet emerging threats and challenges (including violent extremism), and that address attitudinal and cultural biases. Accountability frameworks, including National Action Plans on resolution 1325 must be financed and monitored to ensure implementation. This will require the empowerment of national women's machineries, civil society, and the UN system.
- **Outcome 2: Conflict prevention:** Women's meaningful participation in conflict prevention can only materialize if three conditions are in place. First, favorable attitudes of parties to the conflict & communities towards women's participation in conflict prevention must be promoted. Second, local women's organizations must have the capacity to identify and respond to threats by establishing networks, early-warning systems and mechanisms that offer opportunities for dialogue and peacefully engagement. Finally, women's conflict prevention mechanisms must be connected to national and international reporting and response systems.
- **Outcome 3: Humanitarian crisis and response:** Ensuring that the humanitarian/crisis response planning, frameworks and programming are informed by gender analysis and needs assessments, requires both the technical tools as well as direct support to local

¹⁵ In *UN Women Sourcebook on Women, Peace and Security*. New York. October 2012.

women's organizations to engage effectively in humanitarian planning and programming. It will also require that women's organizations are given a more meaningful role in service delivery, and actively participate and exercise leadership in camp coordination and management.

- **Outcome 4: Conflict resolution:** Addressing attitudinal and cultural barriers to women's representation and participation in formal and informal peace negotiations is critical to increasing their role in these processes. Increasing the availability of gender expertise and capacity of mediators in the negotiations are also crucial. Finally, women's organizations will require support to strengthen their leadership capacity, negotiation skills and abilities to influence and build consensus.
- **Outcome 5: Protection of women and girls:** Ensuring that women and girls' safety, physical and mental health and security are assured, and their human rights respected, requires measures that prevent acts of violence, facilitate access to services for survivors of violence, and strengthens accountability mechanisms. Prevention includes putting in place operational mechanisms and structures that strengthen the physical security and safety for women and girls. This covers both UN peacekeepers and national security forces. It also includes strengthening the capacity of the gender machineries and women's organizations to identify and report on sexual and gender-based violence, including in contexts of violent extremism. Access to services includes access to comprehensive redress, including justice, appropriate health & psychosocial support services. Protection of women and girls will also require that international, national and non-state actors are responsive and held to account for any violations of the rights of women and girls in line with international standards.
- **Outcome 6: Peacebuilding and recovery:** In order to ensure that women's and girls' specific needs are met in conflict and post-conflict situations, women must have the capacity and opportunity to meaningfully participate in recovery planning. They must also benefit from peacebuilding and recovery investments. Women's economic empowerment in both agricultural activities and entrepreneurship is particularly relevant in this regard. Finally, sustained peace will require post-conflict institutions and processes that are gender responsive.

A graphical representation of the theory of change underlying the WPHF can be found in Figure 2.

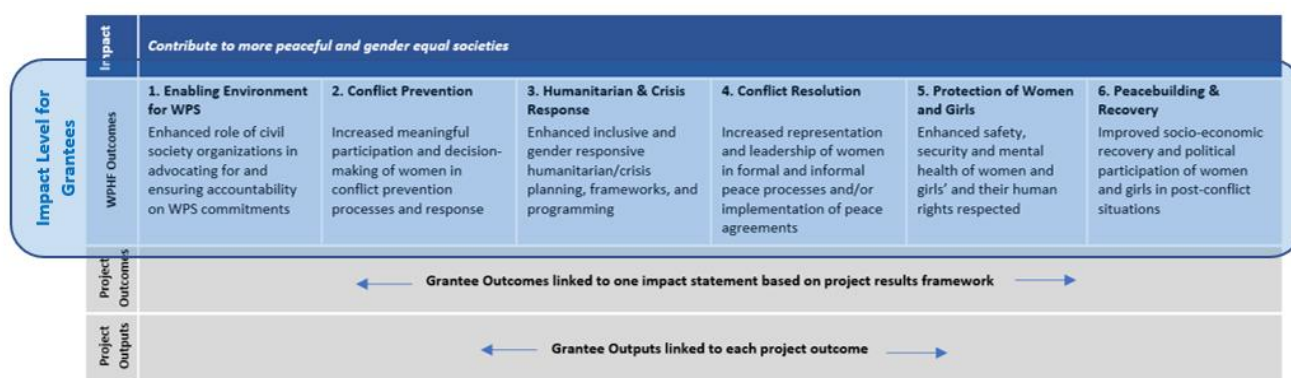
Figure 2: WPHF Theory of Change

Impact	<i>Contribute to more peaceful and gender equal societies</i>					
TOC Statement	If (1) civil society organizations advocate for and ensure accountability on WPS commitments; and If (2) women meaningfully participate in decision-making processes related to conflict prevention, crisis response and the negotiation of peace in a quality manner; and If (3) humanitarian and crisis planning, frameworks and programming is more inclusive and gender responsive; and If (4) women are represented and take leadership roles in peace negotiations; and If (5) women's and girls' safety, security and mental health is protected; and If (6) women participate in and benefit from peacebuilding and recovery; and whereby there is a women's peace and humanitarian funding mechanism which aims to break silos between humanitarian, peace and security, human rights and development, addresses structural funding gaps for women's participation, and increases policy coherence is established; Then (7) societies will be more peaceful and gender equal; because (8) evidence shows that when civil society organizations are provided with quality ¹ and adequate funding to support women as drivers of peace, societies are more likely to be stable and inclusive, and post-conflict settings are opportunities to address underlying gender inequality barriers					
Outcomes	1. Enabling Environment for WPS Enhanced role of civil society organizations in advocating for and ensuring accountability on WPS commitments	2. Conflict Prevention Increased meaningful participation and decision-making of women in conflict prevention processes and response	3. Humanitarian & Crisis Response Enhanced inclusive and gender responsive humanitarian/crisis planning, frameworks, and programming	4. Conflict Resolution Increased representation and leadership of women in formal and informal peace processes and/or implementation of peace agreements	5. Protection of Women and Girls Enhanced safety, security and mental health of women and girls' and their human rights respected	6. Peacebuilding & Recovery Improved socio-economic recovery and political participation of women and girls in post-conflict situations
Outcome TOC	If (1) civil society organizations are involved in the design, implementation and monitoring of WPS commitments and frameworks; and if these are adequately financed and monitored; then (2) implementation of WPS commitments will improve; because (3) civil society's involvement is key in ensuring accountability on WPS commitments.	If (1) women are actively participating in conflict prevention; and they are empowered to lead early warning and conflict prevention mechanisms; then (2) conflict prevention efforts will be more successful; because (3) evidence shows that women's involvement can improve both conflict prevention and response.	If (1) women's needs inform humanitarian planning and programming; and civil society organizations have the capacity and opportunity to integrate gender equality; then (2) humanitarian planning and programming will be gender inclusive and responsive, and promote women's empowerment; because (3) experience shows that explicit involvement of women in the design and implementation of humanitarian assistance facilitates meeting their needs.	If (1) women are involved as mediators and as stakeholders in conflict resolution; if gender expertise is made available, and if the capacity and influence of women to engage in the negotiation process is strengthened; then (2) peace agreements are more likely to be sustained; because (3) women's participation is proven to shift power dynamics towards peace, inclusiveness and equality.	If (1) there are mechanisms in place, informed by women's participation, to increase the physical security of women and girls; if perpetrators of SGBV are held to account; and if survivors are provided with comprehensive support; then (2) women and girls will be safer and their human rights respected; because (3) security, justice and support services reduce the likelihood of conflict-related crimes.	If (1) women participate in and benefit from peacebuilding and recovery efforts; and if post-conflict institutions and processes are gender-responsive; then (2) peace dividends will be more inclusive, security reforms will benefit all, and economic recovery and resilience will be accelerated; because (3) including women in the recovery process brings broader benefits to communities
WPHF	 WPHF significantly contributes to local civil society organizations increased participation in women peace and security and humanitarian processes 					

4.2. Theory of Change and Nested Model

Based on its theory of change and results-based management (RBM) principles, the WPHF theory of change and results framework will be based on a nested model, whereby the Fund's outcome statements will align with the impact statements of grantees as per the specific call for proposals and project documents (Figure 3). This will facilitate global reporting against each of the WPHF outcome areas. Grantees will develop their own project outcome and output statements as aligned with their proposed interventions. Additional indicative outputs and indicators will be shared with grantees for consideration.

Figure 3: WPHF Outcomes and Nested Model



4.3. Results Framework and Indicators at the Fund and Project level

The WPHF will develop a three-year results matrix, with specific outcome indicators to be monitored. The indicators should be strategic enough to be monitored in each country and allow consolidation and aggregation of country performance data. The performance of outcome indicators will be reviewed every year by the Funding Board, and indicators might be adjusted, or data collection systems improved. In order to allow the consolidation each approved project will be expected to select and report on at least one outcome indicator directly linked to the transformative change generated by the project interventions.

The results matrix must therefore be developed and approved by the WPHF Funding Board upstream of country allocations and project approvals. Projects will be mapped against a specific outcome and a specific country and stored in a management information system (MIS) managed by the technical Secretariat.

4.3.1 Fund Level Results Framework

Based on its strategy and theory of change, the Technical Secretariat will recommend a set of indicators at different results levels to the Funding Board for approval in order to monitor and report on performance (see Figure 4). A global baseline by indicator will be defined at the establishment of the

WPHF if data are already available and will act as a reference point against which progress can be assessed. The targets which are the results the WPHF plans to achieve, will then depends on the investment decision and level of capitalization.

Figure 4: Fund Level Performance Indicators

Indicator	Baseline (2020)	2021	2022	2023	2024	2025	Means of Verification /Source
Amount of funding raised by WPHF ¹⁶	48.4 ¹⁷ million	62 million	74 million	86 million	98 million	110 million	MPTFO
Number of calls for proposals launched	25	N/A ¹⁸	N/A	N/A	N/A	N/A	CfP Documents
Number of proposals received from CSOs	7,274 ¹⁹	N/A	N/A	N/A	N/A	N/A	WPHF MIS
Amount of funds allocated by outcome and country ²⁰	N/A	N/A	N/A	N/A	N/A	N/A	ME Transmittal Forms
Number of civil society organizations supported (by country, type of funding window, nature of organization, and coverage of organization)	202	235	282	329	376	423	Partner Prodocs
Percentage of WPHF partners that report using new knowledge and skills acquired from WPHF capacity building initiatives	N/A	75%	75%	75%	75%	75%	Annual Partner Survey

4.4.2 Programmatic Level Performance Indicators

At the programme level, indicators are selected at each level of results;

- *Fund Impact indicators*: usually track long-term change. Interventions from a range of stakeholders contribute to such change. A pilot WPS and humanitarian index will be used based on select sub-indicators related to peaceful and gender equal societies. This will be developed in 2021 and measured every 2 years through.
- *Outcome indicators*: are established at the fund level. Every project financed by the WPHF will contribute to a fund outcome and must choose at least one outcome indicator to report against (at the project impact level). This allows aggregation and consolidation of progress against fund outcomes across a large number of projects. Projects will establish their own baseline and targets for selected indicators.

¹⁶ This includes funds that are pledged or transferred.

¹⁷ 2016-2020

¹⁸ Targets for certain indicators are not applicable and results will be reported on actuals

¹⁹ As of December 31, 2020

²⁰ This includes programmable and indirect costs at the country level

- *Output indicators*: are established at the project level. Every project defines its own output indicators and reports to the WPHF annually on whether it is on or off track.

The following figure illustrates the WPHF indicators against each outcome area. Projects will select a minimum of one indicator for their respective outcome area and establish their own baseline and targets.

Figure 5: Programmatic Level Indicators

Expected Result	Indicator
Impact: Contribute to more peaceful and gender equal societies	WPHF WPS and Humanitarian Index <i>Pilot index of select internationally recognized indicators related to peaceful and gender equal societies.</i>
All Projects	Number of people directly benefiting from the response (by sex, age group, or other variables)
	Number of people indirectly benefiting from the response
Outcome 1: Enhanced role of civil society organizations in advocating for and ensuring accountability on WPS commitments <i>(Programmatic Funding)</i>	1.1 Number/Percentage of supported CSOs involved in NAP1325 design, budgeting, implementation and monitoring and evaluation
	1.2 Number/Types of propositions by civil society that are included into policy documents
Outcome 1: Enhanced role of civil society organizations in advocating for and ensuring accountability on WPS commitments <i>(Institutional Funding)</i>	1.1 Development of risk management and contingency plans or strategies for organization
	1.2 Number/Types of adaptive strategies, tools or systems adopted by organization for continuity of operations
	1.3 Average number of months organization can be sustained as a result of institutional funding
Outcome 2: Increased meaningful participation and decision-making of women in conflict prevention processes and response	2.1 Number/Percentage of women participating in decision-making in conflict prevention processes and response
	2.2 Number/Types of conflict prevention mechanisms are gender responsive
Outcome 3: Enhanced inclusive and gender responsive humanitarian/crisis planning, frameworks, and programming	3.1 Number/Percentage of women participating in decision-making in humanitarian and crisis response
	3.2 Types of mechanisms established to improve gender responsive humanitarian and crisis planning, frameworks and programming
Outcome 4: Increased representation and leadership of women in formal and informal peace processes and/or implementation of peace agreements	4.1 Number and/or percentage of women that influence or participate in formal and informal peace processes or negotiations (by role [mediator/advisor/stakeholder])
	4.2 Existence of gender responsive provisions in peace agreements, dialogues, and/or decision-making processes
	4.3 Types of strategies used/implemented to participate in and contribute to the peace process and/or implementation of a peace agreement
Outcome 5: Enhanced safety, security and mental health of	5.1 Number/Percentage of CSOs, that report having greater influence and agency to work on sexual and gender-based violence (SGBV)

Expected Result	Indicator
women and girls' and their human rights respected	5.2 Degree to which social accountability mechanisms are used by civil society in order to monitor and engage in efforts to end SGBV
	5.3 Number of local women's organizations, CSOs or autonomous social movements coordinating efforts to advocate and implement interventions to protect women and girls' human rights and ending SGBV
Outcome 6: Improved socio-economic recovery and political participation of women and girls in peacebuilding contexts	6.1 Number/Types of plans and/or policies in peacebuilding contexts influenced by women or civil society organizations
	6.2 Number/Percentage of women with increased agency as a result of economic productive resources
	6.3 Number/Percentage of women participating in political and decision-making processes

5. WPHF Country Allocation and Project Approval Procedures²¹

The WPHF is a grant-making mechanism, providing an allocation to civil society organizations in eligible countries. Under WPHF's regular funding cycle, an allocation from the WPHF can only be provided to countries that have been declared as eligible by the Funding Board. Each country allocation will be made in order of prioritization (except in the case of a sudden onset emergency) and aim to be a minimum of \$2 million. In some cases, the Funding Board may also decide on \$1 million allocations pending mobilization of additional resources in order to reach the \$2 million threshold. The decision-making over the projects that this allocation will finance is made at the country level by the national level steering mechanisms.

5.1. Country eligibility and prioritization

Long list of eligible countries

Eligible countries will be placed on a long list every year. In order to remain in line with the WPHF's envisaged level of capitalization, the long list should comprise no more than 25 countries/group of countries.

The Technical Secretariat shall propose the long list of countries based on the following criteria:

- Countries must be on the OECD list of fragile states or facing a specific peace and security or humanitarian situation
- The nexus between the fragility and the peace, security and humanitarian situation must be established.
- Geographic balance in the selected countries.
- Balance in the different situations experienced by the countries (prevention, conflict, post-conflict, humanitarian).

²¹ All templates can be found in the annexes.

The long list of eligible countries is then circulated to the Funding Board electronically within one week for its endorsement. The Funding Board members can add countries to the longlist on a no-objection basis.

The Funding Board will review and revise the long list of eligible countries at least on an annual basis in line with its agreed methodology.

Prioritization of the long list of countries

The Technical Secretariat shall request each eligible country through the UN Resident Coordinator on the endorsed long list to submit a brief 4-page country allocation proposal according to the template annexed to this Manual (Annex 1) and after consultation with national stakeholders, including the Government and civil society organizations involved in women, peace and security and humanitarian issues.

UN Women country offices or other UN agency offices where UN Women does not have a presence shall support the Resident Coordinator to complete the 4-page proposal. The RC and country level secretariat shall consult with relevant stakeholder, particularly to identify synergies and potential co-financing opportunities. The country proposal must be signed by the UN RC/HC.

The Technical Secretariat shall submit the proposals electronically to the Funding Board at least ten working days ahead of its meeting with proposed rankings based on scoring by agreed criteria. The Funding Board shall prioritize countries by evaluating the proposal against the following set of prioritizations and scoring criteria

In the case of an additional round of allocation in a country, the RC/HC will submit an updated country allocation proposal together with a sustainability/exit strategy (see template in Annex 7).

WPHF's Country Prioritization Matrix

This matrix serves as a decision-making tool for Funding board members to prioritize countries among the longlist of countries approved upon by the FB.

During the first year, the Board is considering the following 4 priority types of countries:

1. A conflict prevention country with little investment from the International Community and where the WPHF can have a strong impact.
2. A protracted conflict in a country which is a high priority of the international community and the UN Security Council and where the WPHF could showcase the added value of women's meaningful participation.
3. A country with a nexus between peace and security and humanitarian and where the WPHF could show the added value of breaking the silos between the Peace and security, humanitarian, and development contiguum.
4. A country in transition, where the WPHF can demonstrate the impact of women's contribution to peacebuilding and recovery.

Country	PBF presence (Y/N)	WPHF Outcome covered	Overall added value with regard to the WPHF's objectives ²² (/60)			Envisaged impact of WPHF's investment (/40)	Diversity and inclusiveness of proposed partnerships (UN, Gov & CSOs) (/30)	Capacity needs of local/ grassroots/ community based CSOs (/20)	Nature and Structure of the Steering Committee (/10)	Relevance of proposed Secretariat (/10)	Complementarity with PBF and other major UN initiatives (/30)	Total (/200)
			Breaking silos between the crisis, peace, security, and development contiguum	Addressing structural funding gaps for women's participation	Improving policy coherence and coordination, including by promoting coherence between actors							
			0: the question is not addressed or not understood	0: the question is not addressed or not understood	0: the question is not addressed or not understood	0: The question is not addressed or not understood	0: The question is not addressed or not understood	0: The question is not addressed or not understood	0: The question is not addressed or not understood	0: The question is not addressed or not understood	0: The question is not addressed or not understood	
			10: The added value of breaking the silos in the country is outlined but it is not clearly demonstrated how the allocation would contribute to it.	10: The proposal mentions the funding gap but doesn't clearly identify and demonstrate the gap	10: The proposal refers to policy coherence and coordination but doesn't clearly describe the modalities	20: Results are mentioned but are not strategic (not impact level) and/or not well articulated to the context analysis	15: The proposal includes a wide range of partners (the UN, the Gov and CSOs)	10: There is a knowledge of CSOs in the country but little information on their capacities and their needs	10: The proposed SC follows the guidance (1. Use existing structures where available rather than creating new ones and 2. be inclusive of the Gov, the UN and CSOs)	10: The proposal clearly shows the added value of the Secretariat	15: The proposal maps other existing initiatives but doesn't show clear complementarity	
			20: The added value of breaking the silos in the country and the contribution of the allocation are both clearly outlined.	20: the funding gap is clearly identified and demonstrated	20: The proposal refers to policy coherence and coordination and clearly describe the modalities	40: Results are clearly outlined, are impact level and are well articulated to the context analysis	30: The proposal includes a wide range of partners and describes their respective added value	20: There is a demonstrated knowledge of women's organizations and a clear vision of their capacity building needs			30: The proposal maps other existing initiatives and clearly shows complementarity	

²² The WPHF's objectives are:

- Breaking silos between humanitarian, peace, security and development finance by investing in enhancing women's engagement, leadership and empowerment across all phases of the crisis, peace, security, and development contiguum.
- Addressing structural funding gaps for women's participation in key phases of the crisis, peace and security, and development contiguum by improving the timeliness, predictability and flexibility of international assistance.
- Improving policy coherence and coordination by complementing existing financing instruments and promoting synergies across all actors: multi-lateral and bilateral entities, national governments' women's machineries; and local civil society organizations

The Technical Secretariat shall immediately bring to the attention of the Funding Board electronically a new CERF or Flash Appeal in response to an emergency in a country on the OECD list of fragile state or an unforeseen conflict situation. The Funding Board will convene in person or through electronic means within 24-48 hours to decide on whether the country will be eligible for WPHF support. The Funding Board will use the following criteria to make this decision within 24-48 hours:

- There must be a link between the emergency and the issue of peace and security.
- Balance in the Fund's account to meet at least \$1 million immediately, with the aim of reaching a total of \$2 million, or possibilities to appeal to donors to address this emergency.

Should the Funding Board declare such a country eligible, the Technical Secretariat shall immediately inform the Resident Coordinator or the Humanitarian Coordinator. The RC/HC shall submit a 2-page proposal outlining areas of support in 48 hours.

The Funding Board shall approve the proposal within 48 hours. The RC/HC may set up a standard national level steering mechanism as described in section 3.

5.2. Issuing a Call for Proposals

The identification of civil society organizations shall be done through Call for Proposals. The Call for proposals needs to clearly state the Objectives, Outcomes areas, requirements and evaluation criteria. The Call for proposals will be widely disseminated at country and global levels, as a shared responsibility of the Global and national Secretariats.

In exceptional cases, WPHF will be able to hold targeted calls for CSOs that have already benefited from WPHF support for a phase 2, when good results have been achieved during phase 1. The targeted call should not be used systematically and should not cover the entire amount of the available funding.

5.3. Developing a WPHF project document

The WPHF project documents must conform to the standard template so that participating organizations are able to implement harmonized, results-based programmes. The template of the institutional and programmatic project documents can be found in Annex 2 and 3

5.4. Submission and technical examination

On reception of the proposed project documents, the UN office providing secretariat support shall acknowledge receipt of the documents within 48 hours. The UN office providing secretariat shall then proceed to review the project document according to the following criteria within 2 business days:

- Lead applicant is legally registered in the country
- Compliant with the call for proposal
- Correct usage of the template

- Inclusion of all mandatory information.

If the project document meets these criteria, the UN office submits the project to the global Technical Secretariat, who reviews the following aspects associated with the project design within 10 business days. The global Secretariat will review the proposal according to the following criteria:

Project design and objectives:

- Alignment with the WPHF's theory of change, particularly with respect to a specific impact in its results framework.
- Clear rationale for WPHF Support and how the crisis is impacting the organization (Stream 1) and beneficiaries (Stream 2)
- Clear articulation of project objectives, results and outputs, taking into account gender responsive approaches and responses
- Partnerships between and with local and grassroots women's rights or women led organizations, and/or capacity building of local and grassroots women's rights organizations to deliver programme results.
- Identification of comprehensive risks and appropriate mitigation measures
- Complementarity with other Funds and Programmes.

Sustainability and national ownership:

- Promotion of national and local ownership in developing and establishing activities, and specific objectives to build the capacities of national and local players.
- Sustainability of the programme beyond the financing period and (where applicable), how to reproduce it and improve it over time.

Programme management and monitoring:

- A clear capacity building plan for CSO partners is in place to deliver programme results.
- Realistic activity schedule and implementation strategy to achieve objectives within the time frame. In general, projects should not last for more than 24 months.
- Identification of relevant and appropriate monitoring and evaluation approaches based on the results framework and indicators

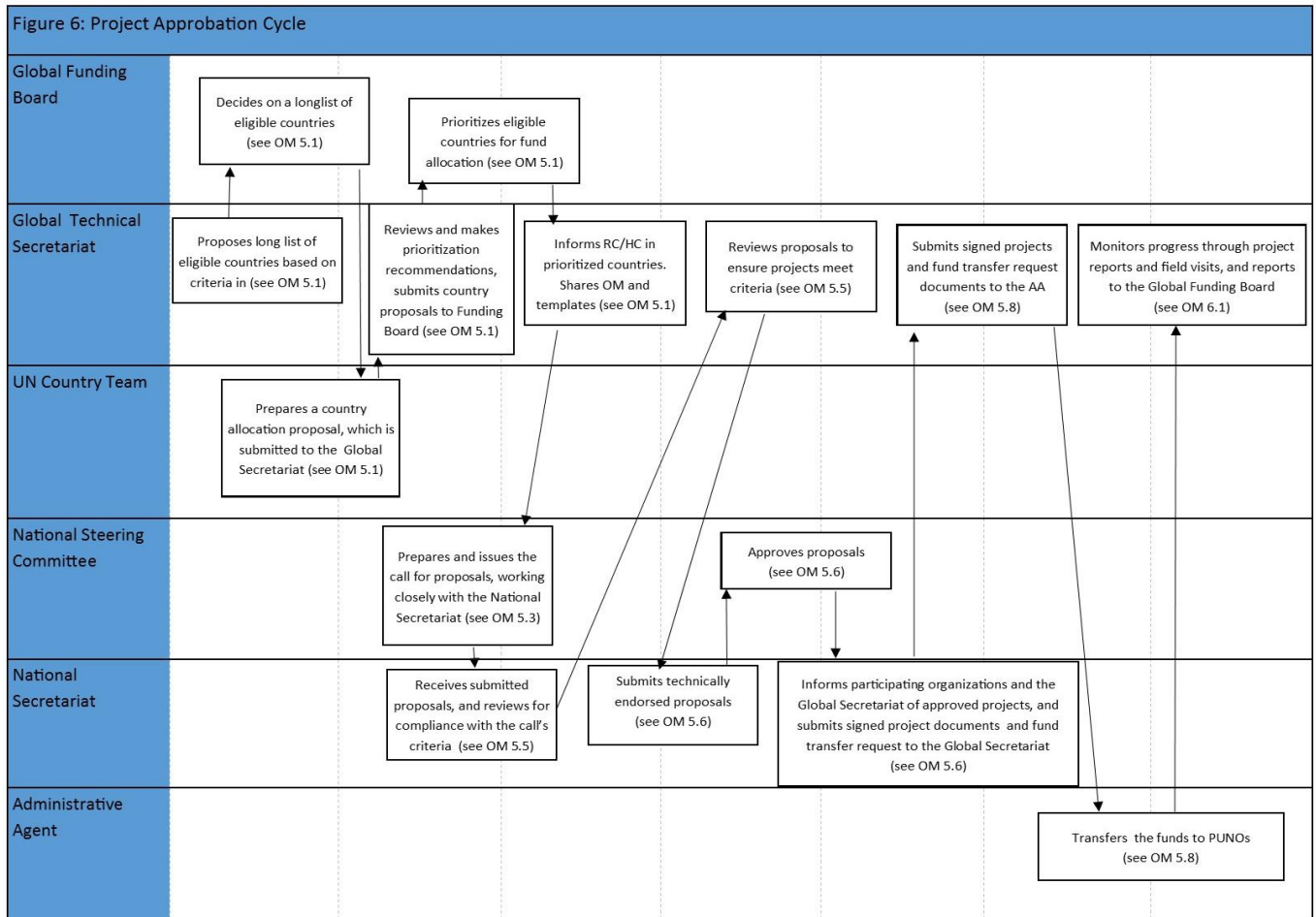
Budget:

- The project falls within the limits set by the national steering committee.
- The budget is sufficient and reasonable for the activities proposed and takes the scale of problems into account.
- The budget includes indirect operational costs at the allowed level (no more than 7%).

The Technical Secretariat shall submit the proposal to the national level steering committee confirming that it is technically sound; or recommending that the proposal is not approved because it does not meet minimum technical standards.

The model evaluation form for the Technical Secretariat reviews of WPHF proposals is appended to this Manual.

Figure 6: Project Approval cycle of the regular Funding cycle



5.5. Decisions of the national level steering mechanism

The UN office at country level shall submit the technically endorsed proposals to the next meeting of the national level steering committee at least ten working days before the meeting. The country secretariat shall send members an annotated list of proposals submitted, and a dossier containing the results of the full technical examination, the Technical Secretariat's recommendations and the full project proposals submitted.

The national level steering mechanism is then required to make one of the following decisions:

- To approve the proposal for funding
- To approve the proposal for funding, with reservations
- To return the proposal, recommending a more detailed examination, particularly if there is no consensus.
- To postpone the proposal for consideration at a later stage
- To reject the proposal, with a brief justification, by a consensus of all members

In addition, the national level steering mechanism can approve up to 5% of the available budget to be allocated to capacity building of CSOs.

Immediately following the meetings of the national level steering mechanism, the country level secretariat must communicate its decisions and:

- inform all the participating organizations of the decisions of the national level steering mechanism and indicate the next stages in the actual implementation of the project and launch of its activities;
- send the signed project documents approved by the national level steering mechanism to the Technical Secretariat along with the signed fund transfer request for onward transfer to the Administrative Agent so funds can be transferred in accordance with the procedures detailed in section 3.5 of this Manual.

5.6. Global level projects

In order to fulfil its mandate in terms of capacity-building, communication and knowledge management, the Funding board may decide to allocate funds to Global level projects. The global level projects may start in the second year and will be selected through a Call for proposals approved by the Funding Board and managed by the Technical Secretariat.

5.7. Special windows

The Funding may decide on the establishment of specific funding windows to respond to emergencies and/or to provide specific support not covered by its regular funding stream. The Funding Board will then approve the governance structure and decision-making processes of these new windows, which will then be attached to this Operations Manual.

As of December 2020, the Funding Board has approved a COVID-19 Emergency Response Window (ERW) as well as a Rapid Response Window on women's participation in peace processes and the implementation of peace agreements (see respective Concept Notes in Annex).

Modalities of the WPHF COVID-19 Emergency Response Window:

Through the emergency mechanism as stated in the Operations Manual, the Funding Board established a COVID-19 Emergency Response Window in April 2020 with 2 funding streams: institutional support for amounts inferior to USD 30,000 and project-based funding for amounts between USD 30,000 and 200,000.

Due to the nature and scope of the window, the decision-making process was designed to ensure rapid disbursement of funds and coordination:

1. Funding Board approves the WPHF COVID-19 Emergency Window and initial funding.
2. A global call for proposals (for all eligible WPHF countries) launched by the Secretariat.
3. WPHF Secretariat receives the applications and undertook the longlisting and shortlisting based on CFP criteria.

4. The UN Resident Coordinator and the UN Women Representative (as Management Entity) prioritize around 10 proposals based on a justification.
5. The WPHF Funding Board approves projects based on Country level prioritization.

Modalities of the WPHF rapid response window on women's participation in peace processes and the implementation of peace agreements:

The Rapid Response Window (RRW) addresses funding gaps for women peacebuilders and women's civil society organizations to influence and participate in formal peace processes and the implementation of peace agreements.

A request for support (proposal) from a local or national CSO may come under either of two RRW streams. Both funding streams – 1.1. Direct Support and 1.2. Short-Term Grants – will benefit from support from an established list of INGO partners of the RRW

- **Direct Support:** A CSO requests a logistical and/or technical service in order to ensure women's meaningful participation in a formal peace process/peace agreement implementation. The RRW Unit or an INGO partner purchases and arranges the service on behalf of the CSO. The CSO benefits from the service to enable women's influence and/or participation in the formal peace process or implementation of the peace agreement.
- **Short-Term Grants:** A CSO requests a small grant (up to 100 000 USD) to implement a project that addresses women's meaningful participation in a formal peace process/peace agreement implementation. An INGO partner disburses and manages the grant, and provides capacity building support to the CSO. Short-term grants under the RRW last a maximum of 6 months.

The Partner INGOs are recruited through a Global Call for Proposals managed by the Secretariat. Selection of partners falls under the responsibility of the Funding Board.

The decision-making process is as follows:

- A request for support (proposal) from a local or national CSO may come under either of the two RRW streams.
- The RRW Unit, hosted by the WPHF Secretariat, evaluates the proposal. Proposals that are shortlisted. If a proposal requests over 10 000 USD (either in direct support or as a short-term grant), it is shared with a Technical Committee for recommendation and the Funding Board for approval.

Detailed modalities for both windows can be found in respective concept notes (Annex 10 and Annex 11).

5.8. Transfer and receipt of funds

Following approval by the national level steering mechanism or Funding Board, signature of the project documents by the duly authorized parties, the Technical Secretariat on behalf of the national level steering mechanism or Funding Board shall instruct the Administrative Agent to transfer the funds

allocated to the participating organization(s). The Administrative Agent shall ensure that they are consistent with the applicable provisions of the Standard Administrative Agreement. Copies of the funds transfer note shall be transmitted to the Technical Secretariat.

The date of transfer of the funds shall then be adopted as the project's start-up date. This date shall be posted on the project's Gateway page. The organization shall note the programme number allocated to the programme by the MPTF Office; this number must be included in all reports and communications concerning the programme.

6. Reporting, Monitoring and Evaluation

6.1. Narrative reports

For each WPHF project approved for financing from the Fund (including global and Technical Secretariat projects), participating organizations must provide the Technical Secretariat with the following reports prepared in accordance with the report formats set by the Fund and appended to this Manual:

- Annual progress reports, to be provided within a maximum of three months of the end of the calendar year (by 31 March).
- A final narrative report at the end of the project's activities, to be provided within a maximum of three months of the end of the year (by 31 March). The final report provides a summary of the results and achievements compared with the Fund's aims and objectives.

For its first year of operation, the Technical Secretariat will provide quarterly progress updates to the Funding Board.

The annual WPHF reports shall contain the following elements:

- A summary of the main results produced and their contribution in relation to the anticipated outcomes of the Fund as defined in the results framework and the project document;
- A qualitative assessment of the results;
- Analysis of the external risks and various internal operational factors;
- The principal challenges and lessons learned during implementation, and analysis of the actions taken to incorporate them;
- The performance indicators and updated data on outcomes and outputs;
- An intermediate financial report.

Reporting templates can be found in Annex 5.

The Administrative Agent will enter the data on the performance indicators into its results-based management system and generate a performance report for outcome indicators at the Fund level and the overall output projects performance. This will enable the WPHF to quantitatively report on its

performance at the output and outcome level through the consolidated annual report and a specific Fund performance matrix (See Figure 4).

The Administrative Agent will ensure that all project reports are uploaded on the respective pages of its web portal, the Gateway.

On the basis of the individual annual project reports and the performance matrix, the Technical Secretariat shall prepare a single consolidated annual or final narrative report.²³ This consolidated annual report will pay particular attention to the analyses of Fund performance in terms of impact, outcome and immediate results by taking into consideration the performance matrix and financial performance measurements provided by the Administrative Agent.

The consolidated annual narrative report shall be submitted jointly with the consolidated annual financial report for approval by the Funding Board between 7 and 21 May each year. In accordance with the schedule established in the memorandum of understanding and standard administrative arrangement, the Administrative Agent shall communicate the consolidated annual narrative and financial reports to the Contributors to the Fund on 31 May each year.

6.2. Financial reports

The annual financial reports and statements to 31 December in respect of the sums of money released from the Fund account shall be supplied by the relevant participating organization within a maximum of four months of the end of the calendar year (31 March). The participating organization shall submit these reports to the Administrative Agent. The financial reports shall be submitted in accordance with the harmonized format used by UNDG.

The final certified financial statements and final financial reports at the end of the project activities shall be supplied within a maximum of six months of the end of the year (30 June) following the operational closure of the Fund. The same submission procedure applies as that described above for the annual reports.

The Administrative Agent shall consolidate the various financial reports and products of the consolidated financial tables. It shall submit a consolidated annual financial report to Technical Secretariat each year for submission to the Funding Board. This shall include the following financial tables, in US dollars:

- General financial overview;
- Contributions by donors;
- Net amount of financing by specific WPHF outcome;
- Net amount of financing by WPHF project;

²³ Final in the case of closure of the Fund.

- Net amount of financing by participating organization;
- Total financial implementation rate by category;
- Financial implementation rate by specific outcome;
- Financial implementation rate by WPHF project;
- Financial implementation rate by participating organization.

These tables enable the performance of the financial indicators to be measured over the preceding year or cumulatively in relation to each level of result, as described previously in the various sections relating to the Fund results framework and monitoring and evaluation activities.

As specified above, the consolidated annual financial report shall be submitted jointly with the consolidated annual narrative report for approval by the Funding Board between 7 and 21 May each year. The Technical Secretariat shall then transmit the reports to the Administrative Agent, following approval, no later than 25 May each year. In accordance with the schedule established in the memorandum of understanding and standard administrative agreement, the Administrative Agent shall communicate the consolidated annual narrative and financial reports to the Contributors to the Fund on 31 May each year.

The Administrative Agent must also provide the Contributors and the Steering Committee with an annual certified financial statement on its activities as Administrative Agent within a maximum of five months of the end of the calendar year (31 May), and a final certified financial statement within a maximum of seven months (31 July) following the year in which the Fund closes the account.

6.3. Monitoring and evaluation

At the project level, PUNOs are fully responsible for monitoring project activities in line with the project results framework. This monitoring should include field visits, spot checks, and regular reporting. At the Fund level, the global Technical Secretariat is responsible for monitoring progress on behalf of the Funding Board, through the regular project level reporting and field visits.

At the project levels, PUNOs are fully responsible for project evaluations in line with their rules and procedures. All project evaluations must be shared with the global Technical Secretariat and Administrative Agent for upload on the project page of the Gateway.

At the Fund level, there will be a mid-term evaluation after implementation of the first two and half years of the results framework to inform development of the next results framework. A subsequent evaluation will be undertaken in 2022, and again when the Funding Board deems necessary.

7. Revision, Extension, and Closure

7.1. Project revision

If a WPHF project that is in progress needs to be modified, the participating organization(s) concerned must submit a revised project document to the Technical Secretariat in accordance with the procedures for submission to the Funding Board and national level steering mechanisms as described in the section on approving projects. Revisions to WPHF projects are mandatory in the following cases:

- If there is a revision to the budget that results in an overrun of more than 20% of the funds between different budget categories; the revised budget must be approved in advance through the Technical Secretariat, assuming that there is no objection from the members of the Funding Board or national level steering mechanisms;
- If there is a modification to the results framework or to the intervention area, the corresponding request must be justified either by the recommendations of an external evaluation or by the beneficiaries; and
- If additional time is needed for implementation, an extension of the WPHF project by the Funding Board or national level steering mechanism is required if this additional time exceeds six months. The Secretariat informs the Administrative Agent of the extension.

7.2. Project closure

Operational closure refers to the project operational end date as stipulated in the project document approved by the Funding Board/Country Steering Committee. By that date, a project must have completed all programmatic activities, including submission of the final narrative project report.

PUNOs are encouraged to submit to the Technical Secretariat and the MPTF Office the final narrative reports on or before the operational closure date, when project personnel have not yet moved on to other assignments. For the closure of WPHF projects, the participating organizations must follow the following procedure and stages:

- Notify the Funding Board or national steering mechanism (through the Technical Secretariat or country level secretariat) and the Administrative Agent of the project's operational closure;
- Submit the final narrative report at the latest by 31 March of the year following the projects operational closure;
- On receipt of the final report, the Administrative Agent shall close operation of the WPHF project in its enterprise risk management system, ATLAS;
- Return any unspent available balance to the Administrative Agent by bank transfer in favor of the Fund; and
- Submit the certified financial statements to the Administrative Agent within a maximum of five months (31 May) after the end of the calendar year in which the financial closure of the activities in the approved programmatic document occurs, or according to the time period

specified in the financial regulations and rules of the Participating UN Organization, whichever is earlier.

After validation, the Administrative Agent shall then financially close the programme in its system and report back accordingly to the Funding Board, through the Technical Secretariat.

7.3. Fund extension

The fund extension procedures stipulate transparent decision-making regarding the strategic value of extending a Fund's operational end date, while weighing up the programmatic and financial implications.

About 12 months before the Fund's operational end date, the Funding Board will commission an independent evaluation/lessons learned exercise to obtain a systemic evaluation of fund achievements and an examination of the pros and cons of fund extension, incorporating feedback from Participating Organizations, the Technical Secretariat, the MPTF Office and other stakeholders. The evaluation exercise will conclude with the publication of an evaluation report. Discussions with the Funding Board members to take into consideration programmatic and financial viability issues will guide the drafting of a fund extension proposal by the Technical Secretariat.

Funding Board approval is necessary for the extension of the fund operational end date. This decision will be informed by the evaluation report and the recommendations of the Technical Secretariat and the MPTF Office. Minutes must be signed by the Funding Board Chair.

A decision to decline extension initiates the Fund's operational closure process. Approval of an end date extension requires the preparation and signature of various documents, including: (i) updated Fund TOR (if there was also a change in fund scope); (ii) MOU/SAA extensions; and (iii) Gateway updates.

7.4. Fund closure

The fund operational and financial closure process will document achievement of fund scope and objectives. It will also ensure that decisions regarding the use of the balance of funds are made in a transparent and fully informed manner.

With the completion of the independent evaluation report and the operational closure of all projects, the necessary conditions are in place for the Technical Secretariat, the Funding Board and the MPTF Office to work jointly on the final steps in the fund's lifecycle. Considering that in this phase the Funding Board may meet for the last time and the fund Secretariat may be winding down, it is of interest to focus on timely execution of the fund's closure process, working with the fund governance structures while still in place.

An important element in this phase is the preparation of the final narrative report, which provides stakeholders with an overview of relevant high-level results against the original fund purpose as per the Fund TOR. Another key aspect is the decision-making on the use of the balance of funds and potential development of a new fund with an adjusted configuration.

The SAA language states that 'any balance remaining in the fund account will be used for a purpose mutually agreed upon or returned to the donor in proportion to its contribution to the Fund'. Though the overall decision is the outcome of a consultative process, individual donors have the option to decide on the use of their portion of the fund balance.

Once the first balance of funds has been transferred, subsequent transfers will consist of Participating Organization refunds (and possibly Participating Organization interest) and fund earned interest. Reflecting the complexity and costs associated with multiple donor refunds, refunds due to donors will be calculated and paid no more than once annually.

The methodology used in this process should be consistent throughout the financial closure process, specific to whether funds were earmarked or un-earmarked, and clearly documented. For un-earmarked funds, a percentage is determined for each donor, based on their proportion of total donor contributions to the Fund (since inception). This is applied to the fund balance and an 'amount per donor' is calculated which can be transferred to another fund or refunded to the donor.

To promote efficiency, the final narrative report is planned and produced as an integral part of the annual reporting process. The timeline for preparation of this report as per the MOU and SAA is extended up to the 30 June after the end of the calendar year in which the operational closure of the Fund occurs.

The final consolidated financial report, based on certified final financial statements and final financial reports received from Participating UN Organizations after the completion of the activities in the approved programmatic document, including the final year of the activities in the approved programmatic document, will be provided no later than five months (31 May) after the end of the calendar year in which the financial closing of the Fund occurs. The final Source and Use Of Funds (SUOF)/certified final financial statement is also produced as part of the annual SUOF preparation process.

8. Risk Management

8.1. Overview of the WPHF's Risk Management Strategy

The WPHF will actively manage risk through informed risk management practices. The governance structure of the WPHF offers an opportunity to develop a common understanding of the risk context and mitigation measures. The WPHF uses the following definitions:

- **Risk** – the uncertainty that affects the outcome of activities or interventions.²⁴
- **Risk assessment** - the process to determine the nature and extent of risk by analyzing hazards and evaluating existing conditions of vulnerability that together could potentially harm exposed people, property, services, livelihoods, and the environment on which they depend. A

²⁴ DFID (2011).

comprehensive risk assessment not only evaluates the magnitude and likelihood of potential losses but also provides full understanding of the causes and impact of those losses.²⁵

- **Risk management** - to all activities required to identify and control exposure to risk that may impact results. The role of risk management is to limit exposure to an acceptable level of risk in relation to the expected gain by taking action to reduce the probability of the risk occurring and its likely impact.²⁶

The WPHF shall structure its risk analysis in terms of the source of risk:

- **The broader context:** risks emanating from the broader country context. For example: the risk of state failure, or return to conflict, etc.;
- **The fund's governance/strategy:** risks emanating from the fund's ties to a broader governance or aid architecture. For example: fund allocations not aligned to strategic objectives and/or poorly prioritized fund allocations; and
- **The fund's programmes and operations:** risk emanating from programme design and implementation. For example: weak capacity of implementing partners; diversion of funds; poorly designed fund interventions.

In line with the UNDG risk management framework,²⁷ in order to leverage its risk management potential, the WPHF will develop a Fund Risk Management Strategy. The main purposes of the fund risk management strategy are to:

- accelerate delivery and increase fund impact;
- ensure that fund operations 'do no harm';
- verify that funds are used for their intended purpose, and
- build risk management capacity of national institutions.

In particular the WPHF's fund risk management strategy:

- Develops a shared understanding of the risks facing the fund, including identifying knowledge gaps in risk analysis;
- Defines the fund's risk tolerance or appetite (fund risk profile);
- Establishes the fund's policies in relation to identified risks (fund risk policy);
- Identifies or clarifies trade-offs and seeks consensus among stakeholders on how to manage them;
- Determines risk treatment through mitigation measures or adaptation; and
- Identifies risk owners, monitors the direction of risk travel and defines follow-up action; and
- Sets out common reporting and messaging strategies.

The risk management strategy is reflected in its allocation criteria, including geographic and thematic priorities and project partner selection criteria. All projects applying for funding will need to comply with the fund's risk policy, tolerance, and other requirements (e.g. do no harm analysis, etc.). Compliance with the fund's risk policy and tolerance will be one of the selection criteria in the project appraisal process.

²⁵ UNDP BCPR *Factsheet - Disaster Risk Assessment*.

²⁶ DFID (2011).

²⁷ UNDG (draft March 2015).

8.2. Steps for developing its risk management strategy

Develop a common understanding of the risks facing the fund

The Funding Board reached a common understanding of the main risks facing the fund. The Technical Secretariat, in consultation with other stakeholders conducts a risk assessment to identify the key risks. Information is sought from various sources including internal incident data, audits, key informant interviews, questionnaires and open-source data.²⁸ Consideration should also be given to the specific risk drivers and outcomes.

In line with the UNDG risk management framework, once the risks have been identified, the Secretariat will rate each risk in order to ensure it comes up with the appropriate level of response. For each risk, the likelihood that it may materialize and the impact or consequence it would have in the absence of any mitigating actions (i.e. inherent risk levels) is estimated. The results of such an assessment can be presented in a risk ranking matrix (see Figure 8). The risk ranking matrix shows the hierarchy of risk at different levels, allowing an assessment of the most appropriate responses to the identified risks, particularly to those risks most likely to impede success (very high and high).

Figure 7: Risk Ranking Matrix

	Consequences				
Likelihood	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very Likely (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (2)	Medium (3)	Medium (4)	High (5)

²⁸ UNDG (draft March 2015).

Figure 8: Level of Risk and Response

Level of Risk	Response
Very High	Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequences. Risk cannot be accepted unless this occurs.
High	Immediate action required by senior/executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequences. Monitoring strategy to be implemented by risk owner.
Medium	Senior management attention required. Mitigation activities/treatment options are undertaken to reduce likelihood and/or consequences. Monitoring strategy to be implemented by risk owner.
Low	Management attention required. Ownership of risk specified. Mitigation activities/treatment options are recommended to reduce likelihood and/or consequence. Implementation of monitoring strategy by risk owner is recommended.

Risk monitoring, costs, and reporting

Risk monitoring can be distinguished at two levels:

- Monitoring of the risks (likelihood, impact, new risks). The frequency of monitoring depends on the nature and level of the risk. For example, security risks may require frequent monitoring, whereas monitoring the health of a banking system may take place every 6 months.
- Monitoring of the treatment measure itself for effectiveness and potential second-order risks.

Risk monitoring may be captured in a risk dashboard (see template below).

Risk	Risk Drivers	Risk outcomes	Mitigation options	Adaptation options	Monitoring	Owners

The WPHF Technical Secretariat will report to the Funding Board on issues related to risk and update the risk ranking matrix (Annex 8) and risk monitoring table (Annex 9) annually as needed.

Annex 1: Template – Country allocation proposal

Women's Peace and Humanitarian Fund (WPHF)

Country Allocation Proposal (Length – Maximum 4 pages)

Country:	
Is this an emergency request? (Yes/No) ²⁹	
WPHF Outcomes the Country allocation is contributing to ³⁰	
Amount of any existing PBF commitments in the country ³¹ and estimated proportion of existing commitments targeting women/gender equality	
Total value of the Country Allocation ³²	
Starting date and duration of the programme ³³	
WPHF's Secretariat contact at the Country level: ³⁴	Name: Agency: Title: Email:
Resident Coordinator / Humanitarian Coordinator Name:	

²⁹ In addition to the regular country allocations, the WPHF makes provision for emergency/unforeseen peace and security or humanitarian situations (emergency track).

³⁰ Up to 2 out of the 6 Outcomes from the WPHF's theory of change

³¹ This shall include PBF funding to ongoing projects, PBF commitment to a priority plan to be disbursed, as well as pipeline PBF funding. A country is considered a PBF country when PBF presence exceeds \$ 2 million. In order to ensure complementarity with the PBF, the WPHF will support interventions by the civil society organizations and Governmental institutions in countries where the PBF operates. In countries where the PBF does not operate, the WPHF will support interventions by both UN organizations, Governmental institutions and civil society organizations. A minimum of 50% of the WPHF's funds at country level will be channelled to CSOs.

³² WPHF country allocations will generally be of a minimum of \$ 2 million

³³ Country allocation duration not to exceed 3 years.

³⁴ The UN Management Entity (ME) for CSOs will serve as the WPHF's Secretariat. In countries where UN Women has a country presence, UN Women will serve as the ME for CSOs and as the WPHF's Secretariat. In countries where UN Women does not have a country presence, another Participation UN Organization (PUNO) will assume both functions of ME and Secretariat.

Title:

Email:

Signature:

A. Partnerships

- Political context – nature of conflict or emergency, and assessment of civil society space
- Situation of women/gender equality – impact of conflict on women, levels of participation in both public and private life, key legal and social reforms, presence of National Action Plan

B. Rationale for the WPHF

Explain the added value of the Country proposal with regard to the three WPHF's Objectives³⁵:

1. Breaking silos between the crisis, peace, security, and development contiguum
2. Addressing structural funding gaps for women's participation
3. Improving policy coherence and coordination, including by promoting coherence between actors

C. Contribution to the WPHF's results framework

- Which Outcomes (up to 2) in the WPHF's results framework would the projects at country level contribute towards?
- What is the envisaged impact of the WPHF's investment in the country?

D. Partnerships

- Provide an overview of potential partners for the WPHF (UN entities, Government, CSOs).
- Outline the context of CSOs working in the area of women, peace and security (e.g. is there a presence of inter-community, coordinated women's networks; do CSOs play an important role in particular communities?)
- Give a brief overview of the major capacity needs of community-based/grassroots CSOs.

E. Governance

- Describe the structure and membership of the country level steering mechanism that will approve projects?³⁶

³⁵ The WPHF's objectives are:

- Breaking silos between humanitarian, peace, security and development finance by investing in enhancing women's engagement, leadership and empowerment across all phases of the crisis, peace, security, and development contiguum.
- Addressing structural funding gaps for women's participation in key phases of the crisis, peace and security, and development contiguum by improving the timeliness, predictability, and flexibility of international assistance.
- Improving policy coherence and coordination by complementing existing financing instruments and promoting synergies across all actors: multi-lateral and bilateral entities, national governments' women's machineries; and local civil society organizations

³⁶ To the extent possible, existing structures will be used rather than establishing new ones. In most cases, it is envisaged that existing coordination committees for WPS, including National Action Plans coordination mechanisms and PBF Joint steering committees, will be used.

At a minimum, the national level steering committee will be made up of:

- Two representatives from the government
- One representative from each of the PUNOs (self-nominated by PUNOs on an annual rotational basis)

- If already in existence, provide a brief impact analysis of this steering mechanism (e.g. efforts to mainstream initiatives rather than respond on an ad hoc basis to project funding, impartiality/independence from government priorities, participation of women's organization)
- Which UN agency will provide secretariat services at country level and why is it suitable?³⁷

F. Complementarity

- Give an outline of ongoing or past PBF interventions related to women, peace and security.³⁸
- Highlight potential areas for complementarity between the PBF and WPHF.
- Provide a general overview of potential areas for complementarity between the WPHF and other major UN initiatives that have links with the WPS agenda.

-
- Two representatives from civil society (self-nominated by civil society through existing civil society forums on an annual rotational basis)
 - Two representatives from the donor committee (self-nominated by donor representatives at country level on an annual rotational basis)

³⁷ The UN Management Entity (ME) for CSOs will serve as the WPHF's Secretariat. In countries where UN Women has a country presence, UN Women will serve as the ME for CSOs and as the WPHF's Secretariat. In countries where UN Women does not have a country presence, another Participation UN Organization (PUNO) will assume both functions of ME and Secretariat.

³⁸ Please ignore this section if the PBF has a limited (below \$ 2 million) or no presence in the country.

Annex 2: Template – Application Project Document (Programmatic Funding)

Women's Peace and Humanitarian Fund STREAM 2: PROGRAMMATIC FUNDING

PROJECT DOCUMENT TEMPLATE (Length: 7-10 pages excluding annexes)

Project Document Cover Page

Lead Organization Name:	PUNO (applicants leave this box empty)
Lead Organization Contact Information	Country and Region
City/Location: Project Contact Name: Title: Email: Telephone: Website (if applicable):	
Type of Lead Organization	Implementing Partner (s) ³⁹
<i>Select all that apply:</i>	
☐ Women's Rights ☐ Youth Rights ☐ Other (specify) ☐ Women Led ☐ Youth Led	Budget requested (USD)
	Total Project Cost:
	WPHF's contribution ⁴⁰ :
	Other contributions:
	Proposed Project Start Date:
	Proposed Project End Date:
	Total duration (in months):

PUNO(s) and Implementing Partners	
Name of PUNO ⁴¹	Name of CSO:
Name of PUNO Representative	Name of CSO Representative:
Title	Title:
Signature	Signature:
Date & Seal	Date & Seal:

I. Summary of Proposal

Project Title	
----------------------	--

³⁹ Partners are those who be co-implementing activities and receiving sub grants. Do not include government bodies or other organizations who you are collaborating with, and who do not have implementation roles or responsibilities.

⁴⁰ The total WPHF amount requested cannot exceed the amounts noted in Stream 1 and 2 parameters.

⁴¹ Applicants to leave this box empty

Location (Province/State/Regions) <i>List also the district/municipality where the project will be implemented</i>		
Mission and Vision of Organization		
Targeted Beneficiaries <i>Specify the target beneficiary groups and the estimated reach.</i> <i>Please also include the number of local/women's CSOs engaged in the implementation of the project and/or supported in capacity building</i>	Estimated number of direct beneficiaries (disaggregate where possible)	
	Number of Women's CSOs	
Summary of Proposal, Objective(s) and Strategy (Maximum 2 paragraphs)		

II. Context and Situation Analysis (Maximum ½ page)

Provide a brief analysis of the context (political, nature of conflict and how it relates to the current crisis/conflict/emergency humanitarian situation, and its impact. It should also describe the situation of local civil society organizations working on women's engagement in peace and security and humanitarian processes, as well as that of women and girls in your context.

III. Rationale for WPHF Support (Maximum 1 page)

- a) State the core problems the project aims to address*
- b) Describe why the organization is best placed to address the crisis.*
- c) Also include an overview of other initiatives at the national level and/or in the geographic area of the project that your project will complement and add value.*

IV. Description of Expected Results

Please describe in narrative form, what expected results (outcomes) the project aims to achieve based on the problems identified, who they target, and how these will be achieved (implementation strategies). Expected results should contribute to the achievement of the overall impact as noted in the call for proposal.

Projects can have one outcome or multiple outcomes, but each should be described. For each outcome, however, please provide a short description.

Use Annex A: Results Framework⁴² to define indicators, outputs, and activities.

⁴² Please refer to Annex A: Results Framework for further guidance and definitions on outcomes and outputs.

V. Formal Partnerships (with Implementing Partners) - Optional

Describe the roles of implementing partners (those who are listed on the cover page) and who have a direct role in implementation and who will receive funding. Indicate if they are a women's rights and/or women's led organization, or youth rights/led organization. Provide a brief explanation of who they are (including local, sub-national or national level organizations) and what role they will have in the project. Please add rows, as required.

If there are no formal partnerships, you can describe other types of coordination/collaboration you will have with local/national government or other networks in the NEXT section.

Implementing Partner Name and Type of Organization ⁴³	Role and Responsibilities in the Project

VI. Collaborations and Coordination (Maximum ½ page)

Describe any other organizations, government bodies or networks/associations that the project will coordinate or collaborate with. These are not formal implementing partners. How will these collaborations create national/regional/local ownership? How have they been involved in the design of the project, or in supporting activities?

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VII. Capacity Building of CSOs

If your project is targeting building capacity of local women's organizations/CSOs, please describe what capacity building initiatives will be carried out and the plan for doing so. Outputs and activities in Annex A: Results Framework should also reflect this plan. If there is no capacity building with local women's organizations/CSO, state this.

--

VIII. Risks and Mitigation Measures

Using the table below, list the risks that would impact the achievement of results and carrying out planned activities. Risks should include programmatic, operational, contextual risks. For each risk, highlight what measures you will take. Risks related to COVID-19 and protection of staff and beneficiaries should be considered. Add rows, as required.

Risk	Risk Level (Very High, High, Medium, or Low)	Mitigation Strategy

⁴³ Please note if implementing partners are local, regional or a national partner. If any of the implementing partners are **youth rights/led organizations**, please also indicate this.

IX. Monitoring, Evaluation and Management Arrangements

a) Describe how you will monitor your interventions and evaluate results, including the frequency, who will carry out monitoring and what approaches or methodologies you will use. The description should include approaches to ensuring Do No Harm, and adaptations you will make to monitoring (or evaluation) during the crisis to ensure risk is minimized to staff and beneficiaries. The description should align with what is proposed in Annex A: Results Framework.

b) Also, highlight the management structure for the project. What staff will be involved and what will be their roles.

X. Sustainability

How will the project ensure that project outcomes are sustained after the financing period? What structures, mechanisms or approaches will facilitate this. Please be specific. Also mention (where applicable), how it could be replicated, scaled up or improved over time.

Annex A: Results Framework

- The impact statement and associated impact indicators in the call for proposal (CfP) must be used.
- Develop your own outcome and output statements. Then include the indicators you will use to demonstrate the completion of the output and achievement of the outcome. Indicators should be S.M.A.R.T and appropriate to collect within the current crisis.
- For each indicator, include a means of verification (what methodology will you use to collect the information) and Source of information (where or from whom will you obtain the information). Consider alternative methodologies to minimize risk during the crisis.
- For each output, list the activities that will be conducted. DO NOT include sub-activities or tasks.
- Ensure that budget amounts for each output are included. These should equal the total amount in Sub-Total of Annex B: Budget

Results	Indicators	Means of Verification/Sources of Information	Activities	Budget
Impact ⁴⁴ [WPHF Secretariat to add mandatory language/indicators for impact level]				
Outcome ⁴⁵	Baseline: Target:			
Output1.1 ⁴⁶	Baseline: Target:			
Output 1.2	Baseline: Target:			
Etc.				

⁴⁴ The impact statement should reflect one of the WPHF Outcomes as per the call for proposals and cannot be changed. Impact refers to the long-term change that is expected to occur as a result of the outcomes being achieved.

⁴⁵ Outcomes are the shorter-term changes that are expected to occur as a result of the completion of outputs. There should be a direct cause and effect relationship between outputs and outcome, and a direct cause and effect of outcomes to the impact. Multiple outcomes can be included.

⁴⁶ Outputs are the concrete deliverables or services provided. For example, an output could be women trained to monitor early warning signals. If multiple outcomes, ensure that there is a set of outputs for each outcome statement.

Annex B - Budget per Category

UNDG Categories	Amount (US\$)
1. Staff and other personnel costs	
2. Supplies, Commodities and Materials	
3. Equipment, Vehicles and Furniture, including Depreciation	
4. Contractual Services	
5. Travel	
6. Transfers and Grants to Counterparts	
7. General Operating Expenses and Other Direct Costs	
Sub-total	
8. Indirect Support Costs*	
TOTAL	

Box 1: UNDG Categories

1. Staff and other personnel costs: Includes all related staff and temporary staff costs including base salary, post adjustment and all staff entitlements.

2. Supplies, Commodities and Materials: Includes all direct and indirect costs (e.g. freight, transport, delivery, distribution) associated with procurement of supplies, commodities, and materials. Office supplies should be reported as "General Operating".

3. Equipment, Vehicles and Furniture: Includes costs for purchase of new equipment, vehicles or furniture (e.g. computers, software, internet, motorcycles, desks, chairs, etc.)

4. Contractual Services: Services contracted by an organization which follow the normal procurement processes. This could include contracts given to other organizations or companies for services rendered.

5. Travel: Includes staff and non-staff travel paid for by the organization directly related to a project.

6. Transfers and Grants to Counterparts: Includes transfers to national counterparts and any other transfers given to an implementing partner (e.g. NGO) which is not similar to a commercial service contract as per above (contractual services).

7. General Operating Expenses and Other Direct Costs: Includes all general operating costs for running an office. Examples include telecommunication, rents, finance charges and other costs which cannot be mapped to other expense categories. It would also include any grants (cash/voucher/etc.) that is transferred to beneficiaries, where relevant.

8. Indirect Support Costs*: A general cost that cannot be directly related to the delivery of the project, activities or delivery of results. (e.g. management costs, utilities, rent, etc.)

The rate shall not exceed 7% of the total of categories 1-7. Note that PUNO/Implementing Partner -incurred direct project implementation costs should be charged to the relevant budget line, according to the PUNO/Implementing Partner s regulations, rules, and procedures

Annex 3: Template – Application Project Document (Institutional Funding)

Women's Peace and Humanitarian Fund STREAM 1: INSTITUTIONAL FUNDING

PROJECT DOCUMENT TEMPLATE (Length: 7-10 pages excluding annexes) Project Document Cover Page

Lead Organization Name:	PUNO (applicants leave this box empty)
Lead Organization Contact Information	Country and Region
City/Location: Project Contact Name: Title: Email: Telephone: Website (if applicable):	
Type of Organization (of Lead Organization)	Implementing Partner(s)
<i>Select all that apply:</i> ☐ Women's Rights ☐ Youth Rights ☐ Other (specify) ☐ Women Led ☐ Youth Led	Not Applicable
	Budget requested (USD)
	Total Project Cost:
	WPHF's contribution ⁴⁷ :
	Other contributions:
	Proposed Project Start Date:
	Proposed Project End Date:
	Total duration (in months):

PUNO(s) and Implementing Partners	
Name of PUNO ⁴⁸ Name of PUNO Representative Title Signature Date & Seal	Name of CSO: Name of CSO Representative: Title: Signature: Date & Seal:

I. Summary of Proposal

Project Title	
Vision/Mission of the Organization	
Location (Province/State/Regions)	

⁴⁷ The total WPHF amount requested cannot exceed the amounts noted in the CfP from 2,500 USD to 30,000 USD.

⁴⁸ Applicants to leave this box empty.

<i>State where the organization is located. If there are multiple locations, please list these.</i>	
Targeted Beneficiaries <i>Specify the target beneficiary groups and the estimated reach. These should be staff/volunteers of your organization. Disaggregate your data by sex.</i>	
Summary of Proposal, Objective(s) and Strategy (Maximum 2 paragraphs)	

II. Context and Situation Analysis (Maximum ½ page)

Provide a brief analysis of the context (political, nature of conflict and how it relates to the current crisis/conflict/emergency humanitarian situation, and its impact. It should also describe the situation of local civil society organizations working on women's engagement in peace and security and humanitarian processes, as well as that of women and girls in your context.

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III. Rationale for WPHF Support

Describe how the current crisis has impacted your institutional and financial capacities and continuity of the organization, and how the funding will support your organization's during the crisis and strengthen the organization's institutional capacities⁴⁹.

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IV. Description of Expected Results

Please describe in narrative form, what expected results (outcomes) the project aims to achieve based on the problems identified, who they target, and how these will be achieved (implementation strategies). Expected results should contribute to the achievement of the overall impact as noted in the call for proposal.

Projects can have one outcome or multiple outcomes, but each should be described. For each outcome, however, please provide a short description.

Use Annex A: Results Framework⁵⁰ to define indicators, outputs, and activities.

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⁴⁹ Please refer to Annex B for a list of eligible costs and examples. Programmatic funding is not eligible under Stream 1.

⁵⁰ Please refer to Annex A: Results Framework for further guidance and definitions on outcomes and outputs.

VI. Collaborations and Coordination (Maximum ½ page)

Describe any other organization, government bodies or networks/associations, or external resource persons that the organization may collaborate with in order to achieve the aims of the project. How will they be involved in supporting activities?

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VII. Risks and Mitigation Measures

Using the table below, list the risks that would impact the achievement of results and carrying out planned activities. Risks should include programmatic, operational, contextual risks. For each risk, highlight what measures you will take. Risks related to COVID-19 and protection of staff and beneficiaries should be considered. Add rows, as required.

Risk	Risk Level (Very High, High, Medium, or Low)	Mitigation Strategy

X. Sustainability

How will the project ensure that project outcomes are sustained after the financing period? What structures, mechanisms or approaches will facilitate this. Please be specific. Also mention (where applicable), how it could be replicated, scaled up or improved over time.

--

Annex A: Results Framework

- The impact statement and associated indicators below must be used for Institutional Funding. Please refer to the call for proposals.
- Develop your own outcome and output statements. Then include the indicators you will use to demonstrate the completion of the output and achievement of the outcome. Indicators should be S.M.A.R.T.⁵¹ and appropriate to collect within the current crisis.
- For each indicator, include a means of verification (what methodology will you use to collect the information) and Source of information (where or from whom will you obtain the information). Consider alternative methodologies to minimize risk during the crisis.
- For each output, list the activities that will be conducted. DO NOT include sub-activities or tasks.
- Ensure that budget amounts for each output are included. These should equal the total amount in Sub-Total of Annex B: Budget

Results	Indicators	Means of Verification/Sources of Information	Activities	Budget
Impact ⁵² Enhanced role of civil society organizations in advocating for and ensuring accountability on WPS commitments.	1. Average number of months organization can be sustained as a result of institutional funding ⁵³ 2. Development of risk management and/or contingency plans or strategies for organization 3. Types (and number) of adaptive strategies, tools or systems adopted by organization for continuity of operations	Document review (staffing lists/payroll and strategies and tools)		
Outcome ⁵⁴	1. Number of people directly benefiting from the response (by sex, age group, or other variables ⁵⁵) <i>Develop 1-2 additional indicators for each outcome that captures the change of your project.</i>			
Output 1.1 ⁵⁶				

⁵¹ SMART indicators are those that are i) **Specific** (clear indicators which state what is being measured, of whom. For example # of women's organizations trained on emergency response planning), ii) **Measurable** (it can be counted, observed, assessed, etc.); iii) **Attainable** (can be measured/tracked within the time frame); iv) **Relevant** (the indicator should measure the expected outcome or track the outputs most directly); and v) **Timebound** (can be collected and measured within the time frame of the project, and/or has a specific time period attached to it. For example, # of primary school girls trained on COVID-19 prevention each semester).

⁵² The impact statement cannot be changed. Impact refers to the long-term change that is expected to occur as a result of the outcomes being achieved.

⁵³ The three indicators should be used for Institutional Funding. Organizations can add additional indicators, as it pertains to their proposal.

⁵⁴ Outcomes are the shorter-term changes that are expected to occur as a result of the completion of outputs. There should be a direct cause and effect relationship between outputs and outcome, and a direct cause and effect of outcomes to the impact. Multiple outcomes can be included.

⁵⁵ Other variables (or **disaggregation**) can include disability, IDPs or refugees, women-headed households, etc., if needed.

⁵⁶ Outputs are the concrete deliverables or services provided. For example, an output could be women trained to monitor early warning signals. If multiple outcomes, ensure that there is a set of outputs for each outcome statement.

Results	Indicators	Means of Verification/Sources of Information	Activities	Budget
Output 1.2				
Etc.				

Annex B - Budget per Category

UNDG Categories	Amount (US\$)
1. Staff and other personnel costs	
2. Supplies, Commodities and Materials	
3. Equipment, Vehicles and Furniture, including Depreciation	
4. Contractual Services	
5. Travel	
6. Transfers and Grants to Counterparts	
7. General Operating Expenses and Other Direct Costs	
Sub-total	
8. Indirect Support Costs*	
TOTAL	

Box 1: UNDG Categories

1. Staff and other personnel costs: Includes all related staff and temporary staff costs including base salary, post adjustment and all staff entitlements.

2. Supplies, Commodities and Materials: Includes all direct and indirect costs (e.g. freight, transport, delivery, distribution) associated with procurement of supplies, commodities, and materials. Office supplies should be reported as "General Operating".

3. Equipment, Vehicles and Furniture: Includes costs for purchase of new equipment, vehicles or furniture (e.g. computers, software, internet, motorcycles, desks, chairs, etc.)

4. Contractual Services: Services contracted by an organization which follow the normal procurement processes. This could include contracts given to other organizations or companies for services rendered.

5. Travel: Includes staff and non-staff travel paid for by the organization directly related to a project.

6. Transfers and Grants to Counterparts: Includes transfers to national counterparts and any other transfers given to an implementing partner (e.g. NGO) which is not similar to a commercial service contract as per above (contractual services).

7. General Operating Expenses and Other Direct Costs: Includes all general operating costs for running an office. Examples include telecommunication, rents, finance charges and other costs which cannot be mapped to other expense categories. It would also include any grants (cash/voucher/etc.) that is transferred to beneficiaries, where relevant.

8. Indirect Support Costs*: A general cost that cannot be directly related to the delivery of the project, activities or delivery of results. (e.g. management costs, utilities, rent, etc.)

The rate shall not exceed 7% of the total of categories 1-7. Note that PUNO/Implementing Partner -incurred direct project implementation costs should be charged to the relevant budget line, according to the PUNO/Implementing Partner s regulations, rules, and procedures

Annex 4: Template – Rapid Response Window Project document (Direct Support)

Rapid Response Window (RRW) on women's participation in peace processes and the implementation of peace agreements

Proposal Template: Direct Support

Project document cover page

Lead Organization Name	Country and Region
Lead Organization Contact Information	Implementing Partner(s)⁵⁷ (if relevant)
City/Location: Contact Name: Title: Email: Telephone: Website (if applicable):	
Type of Organization (of Lead Organization)	Estimated cost of services requested (USD\$)⁵⁸
Select ALL that apply (Click in the checkbox to select)	Estimated intervention duration
☐ Women's Rights ☐ Youth Rights ☐ Other (specify) ☐ Women Led ☐ Youth Led Please specify:	Proposed Intervention Start Date: Proposed Intervention End Date: ⁵⁹ Total duration (in days):
	Targeted process (Select ONE (1) option below)
	☐ Track 1 peace process ☐ Track 2 peace process ☐ Peace agreement implementation

How did you hear about the WPHF Rapid Response Window?

Select as many as apply (Click in the checkbox to select)	
☐ WPHF website ☐ Social media ☐ Women Mediator Network ☐ INGO Please specify:	☐ DPPA ☐ UN Country Office Please specify: ☐ Another organization Please specify: ☐ Other (specify below)
If you selected 'Other', please include a brief explanation (a word or sentence)	

⁵⁷ Partners are those organizations who are co-implementing activities and receiving sub grants. Please do not include government bodies or other organizations you are collaborating with who do not have implementation roles or responsibilities.

⁵⁸ Estimated cost of services cannot exceed 25 000 USD for the Direct Support stream.

⁵⁹ Maximum 6 months from proposed start date. No intervention should exceed 6 months. For longer-term proposals, please go through the WPHF's regular funding Call for Proposals process.

Summary of Proposal

Proposal Title <i>The title you give your proposal</i>			
Location (Province/State/Regions) <i>If possible, please also list the district/municipality where the intervention will be implemented</i>			
Name of Peace Process/Agreement <i>The name of the formal process/agreement that your project targets</i>			
Track⁶⁰ and type of peace process/agreement <i>e.g. Track 1, ceasefire process</i>			
Level of peace process/agreement <i>Select ONE (1)</i>	☐ Subnational	☐ National	☐ International
Type of Direct Support⁶¹ <i>(Select up to THREE (3) options relevant to this application)</i> <i>The selection(s) below should indicate the services relevant to your proposal that RRW will finance directly, e.g. the costs for logistical services and/or technical services.</i>			
Logistical	Technical (provided by a consultant)		
☐ Access for persons living with disabilities ☐ Childcare ☐ Communications/campaigns materials ☐ Daily subsistence allowance ☐ Language: simultaneous interpretation ☐ Language: translation of documents ☐ Travel (e.g. flights; visas; accommodation) ☐ Other logistical support (outline below)	☐ Advocacy/campaigns ☐ Capacity building ☐ Coalition building ☐ Community engagement ☐ Consultations (e.g. to feed into the process) ☐ Data collection (e.g. for an evidence-base) ☐ Drafting participatory demands/declarations ☐ Expert advisory deployment to CSOs ☐ Other technical support (outline below)		
If you selected 'other' please outline here:	If you selected 'other' please outline here:		
Targeted beneficiaries <i>Specify the target beneficiary groups and the estimated reach.</i> <i>Please also include the number of local/women's CSOs engaged.</i>			
Targeted beneficiaries and estimated number of direct beneficiaries	Number of local/ women's CSOs		
Please also indicate if you are planning to work with any of the following groups <i>Select as many as apply, add rows as necessary.</i>			
☐ Internally displaced persons (IDPs)	☐ Refugees		
☐ Indigenous persons	☐ Persons with disabilities		
☐ Young persons	☐ LGBTIQ2+ persons		

⁶⁰ The RRW supports initiatives aimed at formal processes (tracks 1 and 2):

Track 1: high-level negotiations involving country leadership or governments, often led by the UN or multilateral regional organizations.

Track 2: dialogues or problem-solving workshops involving leading figures in society, often led by mediators or (I)NGOs.

Some peace processes take a multi-track approach with activities conducted and/or linked at multiple or all tracks. For more information see [Basics of Mediation](#) p.3.

⁶¹ For more information on the types of support that the RRW provides, please see the RRW Call for Proposals, Section 3.

☐	☐
☐	☐

Context and Situation Analysis (*maximum 2 paragraphs*)

Provide a brief analysis of the context including an outline of the barrier(s) to women's participation as indicated in the proposal summary above.

Proposed Intervention and Expected Results (*maximum 1 page*)

In narrative form, describe the proposed intervention, including the expected outcome it aims to achieve. Outline how direct support from the Rapid Response Window will enable you to achieve the outcome. The outcome should be aligned with the Call for Proposals and should address the barriers to women's meaningful participation identified above.
The impact statement that the outcome will contribute to is provided in the box below.

Your proposal must include details on the following areas:⁶²

- Participatory and inclusive approach, including how your organization will include and/or feedback key demands from women of different backgrounds;
- What specific decision-making process/event you are aiming to influence;
- Level (subnational, national or international) and track (1 or 2) of the targeted peace process/agreement;
- Stage at which service provision will take place (e.g. before a peace process; during a peace process; after a peace process).

Impact statement: Representation and leadership of women is increased in formal peace negotiations and/or the implementation of peace agreements.

Outcome:

Details on your proposed intervention:

Previous experience relevant to this application

Provide an overview of past initiatives on women's participation in peace processes and/or the implementation of peace agreements that your organization(s) has led or contributed to.
Include details on impact, documented evidence, lessons and good practices to explain how your organization(s) is well-placed to achieve results.

Previous or existing financial support relevant to this application (*leave blank if not applicable*)

If you have received or are currently receiving other financial support for activities related to the peace or political process targeted in this application, please provide details on that support, including:

- Timeline of the support provided (start date and (projected) end date);
- Total amount of support provided (USD);
- Type of organization providing support.

⁶² For more information refer to the RRW Call for Proposals, Section 5.

Risks and mitigation measures

Using the table below, identify the risk level and highlight what measures you will take to mitigate the outlined risk. List additional risks that would impact the achievement of results and carrying out planned activities. Risks should include programmatic, operational, contextual risks. For each risk, highlight what measures you will take. Add rows, as required.

Risk	Risk Level (Very High, High, Medium, or Low)	Mitigation Strategy
Women engaged in the initiatives may face additional security risks if exposed.		

Annex A. Estimated Cost of Services

UNDG Categories <i>(for more information see Box 1 below)</i>	Amount (USD\$)
1. Staff and other personnel costs	NOT APPLICABLE
2. Supplies, Commodities and Materials	
3. Equipment, Vehicles and Furniture, including Depreciation	
4. Contractual Services	
5. Travel	
6. Transfers and Grants to Counterparts	NOT APPLICABLE
7. General Operating Expenses and Other Direct Costs	NOT APPLICABLE
TOTAL	

Box 1: UNDG Categories

1. Staff and other personnel costs: Includes all related staff and temporary staff costs including base salary, post adjustment and all staff entitlements.

2. Supplies, Commodities and Materials: Includes all direct and indirect costs (e.g. freight, transport, delivery, distribution) associated with procurement of supplies, commodities, and materials. Office supplies should be reported as "General Operating".

3. Equipment, Vehicles and Furniture: Includes costs for purchase of new equipment, vehicles or furniture (e.g. computers, software, internet, motorcycles, desks, chairs, etc.).

4. Contractual Services: Services contracted by an organization which follow the normal procurement processes. This could include contracts given to other organizations or companies for services rendered.

5. Travel: Includes staff and non-staff travel paid for by the organization directly related to a project.

6. Transfers and Grants to Counterparts: Includes transfers to national counterparts and any other transfers given to an implementing partner (e.g. NGO) which is not similar to a commercial service contract as per above (contractual services).

7. General Operating Expenses and Other Direct Costs: Includes all general operating costs for running an office. Examples include telecommunication, rents, finance charges and other costs which cannot be mapped to other expense categories. It would also include any grants (cash/voucher/etc.) that is transferred to beneficiaries, where relevant.

Annex 5: Template – Annual Project Narrative Progress Report

Women's Peace and Humanitarian Fund ANNUAL PROGRESS REPORT TEMPLATE

Country 	Submitted by PUNO(s) UN Women or NUNO(s)⁶³ Name of Entity: Name of Representative:
MPTF Project Number 	Implementing Partners <i>List all the CSOs supported by the WPHF for every project (if joint project, please list lead CSO as well as all CSOs receiving a grant through the lead CSO).</i>
Reporting Period 	
Funding Call <i>Select all that apply</i> ☐ Regular Funding Cycle <i>Specify Call (Round 1, 2, 3, etc.)</i> _____ ☐ Spotlight WPHF Partnership <i>Specify Call (Round 1, 2, 3, etc.)</i> _____ ☐ COVID-19 Emergency Response Window	
WPHF Outcomes⁶⁴ to which report contributes for reporting period <i>Select all that apply</i> ☐ Outcome 1: Enabling environment for implementation of WPS commitments ☐ Outcome 2: Conflict prevention ☐ Outcome 3: Humanitarian response ☐ Outcome 4: Conflict resolution ☐ Outcome 5: Protection ☐ Outcome 6: Peacebuilding and recovery	Project Locations <i>List the provinces/regions where projects are being implemented</i>
Programme Start Date 	Total Approved Budget (USD) <i>Approved budget since the beginning of the programme</i>
Programme End Date 	Amount Transferred (USD) <i>Tranche (amount) which was transferred to the PUNO or NUNO during the reporting period</i>

⁶³ Non-UN Organization. Applicable to Rapid Response Window for Peace Processes

⁶⁴ As per WPHF results framework nested model, WPHF outcome areas are equivalent to the impact level for grantees.

Executive Summary

In 1 page maximum, summarize the most important achievements of the Programme during the reporting period and key elements from your detailed report below. Highlight in the summary, the elements of the main report that you consider to be the most critical, including a summary of beneficiaries reached, outcomes that were achieved and other notable details that should be showcased. The Executive Summary should serve as a standalone summary of the Programme's results for the year.

1. Grantees Profile for Reporting Period

Use the following table for an overview by each project/organization. Please add a new row for each project. Refer to definitions in the footnotes.

Funding CFP ⁶⁵	Lead Organization Name ⁶⁶	Type of Organization ⁶⁷	Coverage/Level of Organization ⁶⁸	Project Title	WPHF Outcome ⁶⁹	Project Location (State, Province or Region)	Name of Implementing Partner(s), Type of Organization, and Level	Project Start and End Date	Total Approved Budget (USD)

⁶⁵ For each grant, indicate if it is Country Call for Proposal Round 1; Country Call for Proposal Round 2; Country Call for Proposal Round 3; Spotlight WPHF Partnership; COVID-19 Emergency Response; or Rapid Response Window for Peace Processes

⁶⁶ Please write out the full name of the organization followed by the acronym in brackets. For example, 'Women's Advocacy Organization for Peace and Security (WAOPS)'.

⁶⁷ Type of organizations are: i) Women's Led; ii) Women's Rights; iii) Both Women-led and Women's Rights; iv) Youth-led/focused; or v) Other. Only include one type per grant based on the main typology. To be considered "Woman-led", a woman must head the organization. To be considered a "women's rights organization," the organization's official mission/vision statement must reflect its commitment to addressing multiple/intersecting forms of discrimination and advancing gender equality and women's rights, work to transform the underlying drivers/systems/structures, including patriarchy and gendered power dynamics, those that perpetuate gender-based violence. A 'Youth-led' organization, a youth must head the organization and/or it addresses youth issues.

⁶⁸ Please select from: i) International; ii) National; iii) Sub-National/Regional; or iv) Community-based (local) for each grant. International organizations operate in more than one country. National organizations have a nationwide coverage. Sub-National are organizations that work across multiple provinces/states/regions, but do not cover all provinces/states/regions in the country. Local organizations focus their work at the community level and do not have a sub-national/regional or national scope.

⁶⁹ WPHF Outcomes are: Outcome 1: Enabling environment for the implementation of WPS commitments; Outcome 2: Conflict prevention; Outcome 3: Humanitarian response; Outcome 4: Conflict resolution; Outcome 5: Protection; Outcome 6: Peacebuilding and recovery. As per WPHF results framework nested model, WPHF outcome areas are equivalent to the impact level for grantees.

2. Beneficiaries and Reach (By Project)

Provide the total number of beneficiaries reached during the reporting period and cumulatively from previous reporting periods for each project/organization. Use one table per grantee project by copying the table underneath.

Lead Organization Name <i>The list in this table should match Section I above</i>	Target Groups <i>Select all that apply</i>	Age Groups by Sex	Direct Beneficiaries ⁷⁰		Indirect Beneficiaries ⁷¹	
			Total for Year	Cumulative	Total for Year	Cumulative
Organization/ Project 1	☐ IDPs ☐ Refugees ☐ People living with disabilities (PWD) ☐ Survivors/victims of SGBV ☐ Other (Specify):	Girls (0-17)				
		Women (18+)				
		Boys (0-17)				
		Men (18+)				
		Total				

**If CSO partner has provided additional breakdown of beneficiaries by different variables, provide as separate annex*

3. Context/New Developments

Describe any relevant evolution or updates in the peace/security/humanitarian/political/human rights context experienced by the country during the reporting period. Specifically describe how it impacts women and operations at the country level.

4a. Results (Outcomes) Achieved (Narrative)

*Under each relevant WPHF Impact Area, describe in narrative form the results achieved⁷² or in progress⁷³ for each grantee with a short summary of progress made in relation to the outcomes. Focus on both the impact level and outcome level, not outputs or activities. Use the impact and outcome indicators from the results framework to help illustrate the change, including the change from the previous year. Complete the Table in **Annex A: Results Framework** for the details and progress against each indicator.*

WPHF Impact Area 1:

Organization A

- Impact level (if relevant):
- CSO Outcome(s):

Organization B

- Impact level (if relevant):
- CSO Outcome(s):

WPHF Impact Area 2:

Organization A

⁷⁰ Direct beneficiaries refer to the individuals, groups, or organizations, which benefit directly from the intervention, or who are the direct recipients of programming or services and are explicitly stated in the output and outcome statements of the results framework. Direct beneficiaries and the target groups are the same.

⁷¹ Indirect beneficiaries refer to other individuals, groups or organizations who are not the direct target of interventions as outlined in the results framework, but could be other members of the community, or family members who benefit positively from interventions of direct beneficiary participation. Often the calculation of indirect beneficiaries is done by estimating a 'spillover' effect through the average family size.

⁷² Progress achieved of an outcome is defined as actual change in the value of indicators being tracked for the respective outcome. An outcome or output is considered to have been achieved when its targets have been met.

⁷³ Progress towards an outcome means the target has not yet been met but there is evidence (through data) of meeting incremental milestones towards the eventual achievement of the outcome.

4b. Outputs and Activities Completed

Summarize the progress on **OUTPUTS** in narrative form by each organization and outcome. Describe how these outputs were reached (or in progress) and explain if any variance in achieved versus planned results during the reporting period. Complete the **Annex A: Results Framework** for the details and progress against the output indicators. Also include links to any media articles or campaigns, reports or any relevant resource linked to an activity or output.

Organization A

Outcome 1:

- Output 1.1
- Output 1.2
- Etc.

Organization B

Outcome 1:

- Output 1.1
- Output 1.2
- Etc.

5. A Specific Story (1/2 page maximum)

It can but does not have to be a success story – often the most interesting and useful lessons learned are from experiences that have not worked. This section is to highlight a concrete example with a story that has been important for your project during the reporting period. It can be at the programmatic level (a specific achievement) or an individual story.

Attach photos with captions. are encouraged to compliment the story. The WPHF will select stories and photos to feature in its global annual report, website, community of practice and social media.

6. Knowledge Products and Communications/Visibility

Report on any new knowledge products or communication materials produced during the reporting period. This can include case studies, major surveys/research, evaluations, or assessments conducted during the reporting period. Attach a copy of the evaluation/survey/assessment as an Annex.

This section should also include a description of any new communication materials developed and evidence of visibility of the projects and programme, and of WPHF. Attach the communications material or include links to news articles, websites, or other social media.

7. Capacity Building of CSOs⁷⁴

Briefly describe any capacity building sessions (webinars, in-person, workshops, etc.) that were conducted with CSOs by the Country Office or other agencies. **DO NOT** include capacity building that was conducted by organizations and projects. Indicate i) the topic/subject; ii) who conducted the capacity building; iii) when it took place; iv) who participated (people and organizations); and v) how many people participated (disaggregated by sex). If a pre and post (or post only) training survey was completed, please share the main results.

⁷⁴ Capacity building sessions can be undertaken by the Management Entity or by some of the CSOs themselves for other CSOs or groups.

8. Risks and Mitigation

Using the table below, identify any risks that occurred during the reporting period and assess their i) risk level; ii) likelihood of it occurring; and iii) the impact this risk would have on the project, programme, or country. What are the mitigation measures to minimize the risk to prevent it or respond to it if it occurs?

Risk Area Contextual, Programmatic, Institutional	Risk Level 4=Very High 3=High 2=Medium 1=Low	Likelihood 5=Very High 4=Likely 3=Possible 2=Unlikely 1=Rare	Impact 5=Extreme 4=Major 3=Moderate 2=Minor 1=Insignificant	Mitigation Mitigating measures undertaken during the reporting period (please include new risks, if any)

9. Delays and Adaptations/Revisions

If there were delays, explain the delays and reasons/factors for contributing to the delay, actions taken to mitigate future delays, and adaptations made to account for the delays. Indicate any major adjustments in strategies, targets or key outcomes and outputs that took place.⁷⁵

Project/Grantee Level

Programmatic/Country Level

10. Lessons Learned⁷⁶

What challenges and lessons were learned during the reporting period at both the grantee and country level? Include those that can benefit learnings for other countries of WPHF and the fund overall. For each challenge, identify and describe the challenge, provide details on what are the factors that may have contributed to it occurring, describe how the challenge was addressed in the reporting period, or will be addressed in the future, and summarize the key lesson that can help inform the project, or improve in the future. These should include both programmatic and operational challenges. Add rows as required.

Identify Challenge/Describe Challenges can be programmatic or operational affecting the project implementation, or of an organization or community.	What are the factors/reasons contributing to this challenge?	How was the challenge addressed? What was done differently, or what will be done to address the challenge?	Lesson Learned As a result of the challenge what did you (and partners) learn from the situation that has helped to inform the project, or improve how the project is implemented or for future interventions?

⁷⁵ This section should also include information on contracting and programmatic changes related to COVID 19, or other.

⁷⁶ A lesson learned is a systematic reflection of challenges (or successes) that have occurred during the reporting period which has resulted in a change, adaption, or improvement as a result of the challenge, or a planned change or adaptation in the future.

11. Innovations and Best Practices⁷⁷

Please include information on any innovative practices (programmatic and operational) that emerged during the reporting period, especially those that can be beneficial for this and future programmes, expand the body of knowledge on women, peace, and security. Innovations and best practices can be from the grantee or country level.

Best Practices: *What best practices occurred during the reporting period? Highlight with a specific example (country, CSO, etc.)*

Innovations:

12. Auditing and Financial Management

Mention if any grantees were audited during the reporting period and provide a brief summary of results. Attach the audit report as an Annex (for internal use only).

13. Next Steps and Priority Actions

⁷⁷ A best practice is strategy, approach, technique, or process that has proven to work well and deemed to be effective or appropriate for addressing a problem based on experience, evaluation or in comparison to other practices, and is therefore recommended as a model. It is also a practice that has been tested and validated and has potential to be replicated and there is value in sharing with others working in similar contexts, sectors, or with similar target groups.

ANNEX A: Results Framework

Using the **Results Framework from the Project Document** - provide an update on the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected. Add rows as necessary, using one row for each indicator.

Expected Results ⁷⁸	Indicators ⁷⁹	Baseline	Planned Target (when applicable)	Results/Progress (Against Each Indicator ⁸⁰)	Reason for Variance against planned target (if any)	Source of Verification
CSO/Organization Name						
WPHF Impact Area ⁸¹						
Outcomes ⁸²	Indicator 1					
	Indicator 2					
	Etc.					
Outputs ⁸³						

⁷⁸ Report on the outcomes and outputs for each CSO organization individually.

⁷⁹ Use the indicators from the project document, ensuring that the disaggregation of the indicator is also included. For example, Number of people that have participated in information campaigns (by sex)

⁸⁰ Report on the progress made against each indicator, highlighting the indicator value for the reporting period and any cumulative results.

⁸¹ Impact refers to the long-term change that is expected to occur as a result of the outcomes being achieved. One of the WPHF Outcomes should be used as the Impact Statement as per the call for proposal: Impact Area 1: Enabling environment for the implementation of WPS commitments; Impact Area 2: Conflict prevention; Impact Area 3: Humanitarian response; Impact Area 4: Conflict resolution; Impact Area 5: Protection; Impact Area 6: Peacebuilding and recovery. For Spotlight initiatives refer to: <https://www.dropbox.com/home/Spotlight%20External%20II/AFRICA/AIP?preview=Spotlight+Initiative+AIP+Updated+1+Nov+2018.pdf>

⁸² Outcomes are the shorter-term changes that are expected to occur as a result of the completion of outputs. There should be a direct cause and effect relationship between outputs and outcome, and a direct cause and effect of outcomes to the impact. Multiple outcomes can be included.

⁸³ Outputs are the concrete deliverables or services provided. For example, an output could be women trained to monitor early warning signals. If there are multiple outcomes, ensure that there is a set of outputs for each outcome statement.

Annex 6: Template – Project Transmittal Form

PROJECT TRANSMITTAL FORM

FOR COUNTRY-LEVEL PROJECTS

(to be sent to the UNDP/MPTF Office with fully signed prodoc and Country-Level Steering Committee meeting notes)

WPHF Technical Secretariat/ Women's Peace and Humanitarian Fund
Project Transmittal Template for approval by the Country Level Steering Committee

Part A. Meeting Information <i>To be completed by the Country-level Secretariat</i>	
Date of Country Level Steering Committee Meeting:	Participating UN Organization(s):
Name(s) of civil society organizations participating in the Country Level Steering Committee Meeting:	Country:
Outcome Area:	Total Budget:
Part B: Project Summary <i>To be completed by the Participating UN Organization</i>	
From: <i>Head of UN Recipient Organization</i>	Date of Submission:
Contact: <i>Telephone number, email</i>	
Proposed Project, if approved, would result in: ☐ New Project / Joint Project ☐ Continuation of previous funding, project cost extension ☐ Other (explain)	Proposed Project resulted from: ☐ National Authorities initiative ☐ UN Agency initiative ☐ Other (explain)
Project Title:	
Total Project Budget : Total WPHF Project Budget:	

*For project extension indicate current budget and new proposed budget
Amount requested breakdown by CSOs:
*For project extension indicate current budget and new proposed budget by PUNOS
Amount and percentage of indirect costs requested:
*Total and breakdown by PUNOS

Narrative summary of Project <i>Not to exceed 500 words</i>
1. Background <i>[Provide brief and concise information on the background of the project. Indicate how it originated, refer to request endorsement or approval by relevant national authorities etc. If extension of existing project, provide information on original project, such as number, project amount, date of approval.]</i> 2. Purpose of Proposed Project <i>[Detail key outcomes, outputs, from project cover sheet and attach detailed project document]</i>

Part C: Technical Review <i>To be completed by the WPHF Technical Secretariat</i>		
Additional Technical Experts (if applicable):		
<i>Provide names, titles and organizational affiliation</i>		
Technical Review Date:		
Evaluation of Proposal by the National Steering Committee Secretariat		
<i>Provide concise summary evaluation of proposal and recommendations (detailed criteria provided below):</i>		
	Programme management and monitoring	
(a)	The project has a realistic results schedule? (in general, projects should not last for more than 36 months)	Yes ☐ No ☐
(b)	The project has allocated budget resources to monitor and evaluate project activities over time?	Yes ☐ No ☐
	Budget	
(a)	The project falls within the limits set by the national steering committee?	Yes ☐ No ☐

(b)	The project demonstrates its capacity to catalyze additional finance?	Yes ☐ No ☐
(c)	The project budget is sufficient and reasonable for the activities proposed and takes the scale of problems into account?	Yes ☐ No ☐
(d)	The project budget includes indirect operational costs at the allowed level? (no more than 7%)	Yes ☐ No ☐
Evaluation of Proposal by the Technical Secretariat <i>Provide concise summary evaluation of proposal and recommendations (detailed criteria provided below):</i>		
Technical Review of the project design and objective		
(a)	The project is aligned with the WPHF theory of change, particularly with respect to a specific outcome and indicator in its results framework?	Yes ☐ No ☐
(b)	The project defines objectives and results, taking account of previous evaluations in the same area?	Yes ☐ No ☐
(c)	The project identifies a credible implementation strategy and sequential operation of activities?	Yes ☐ No ☐
(d)	The project partner with, and develop capacity of local women's organizations? (Joint projects are strongly encouraged)	Yes ☐ No ☐
(e)	The project identifies risks and appropriate mitigation measures?	Yes ☐ No ☐
(f)	The project shows strong complementarity with other Funds and programmes	Yes ☐ No ☐
Viability and national ownership		
(a)	The project promotes national and local ownership in developing and establishing activities, and specific objectives to build the capacities of national and local players?	Yes ☐ No ☐
(b)	The project implements partnership with national NGOs?	Yes ☐ No ☐
(c)	The project is viable beyond the financing period and (where applicable) and identifies how to reproduce it and improve it over time?	Yes ☐ No ☐

Part D: Administrative Review <i>To be completed by the Country Level Secretariat</i>	
Country Level Secretariat Review Date:	
Check on Project Document Content	
☐ Signed Cover Page (first page)	Yes ☐ No ☐
☐ Logical Framework	Yes ☐ No ☐
☐ Project Justification	Yes ☐ No ☐
☐ Project Management Arrangements	Yes ☐ No ☐
☐ Risks and Assumptions	Yes ☐ No ☐
☐ Budget	Yes ☐ No ☐

- | | |
|---|--|
| ☐ Indirect Support Cost (7%) | Yes ☐ No ☐ |
| ☐ Progress Report (for supplementary funding only) | Yes ☐ No ☐ |

Part E: Decision of the Country Level Steering Committee

To be completed by the WPHF Technical Secretariat and signed by the Country Level Steering Committee Co-chairs

Decision of the Country Level Steering Committee

- ☐ Approved for a total budget of \$_____
- ☐ Approved with modification/condition
- ☐ Deferred/returned with comments for further consideration
- ☐ Rejected

Comments/Justification

[Name]

Government Co-Chair, Country Level Steering Committee

Signature

Date

[Name]

UN Co-Chair, Country Level Steering Committee

Signature

Date

Annex 7: Template of the Country Sustainability Strategy

Women's Peace and Humanitarian Fund Country Sustainability Strategy Template

1. What was the impact of WPHF during its previous phase?
2. What are the key results reached by the Fund during the previous phase?
3. Why is another allocation needed in this particular context?
4. What are the differences between the proposed allocation and the previous allocation, if any?
5. What are the concrete measures the National Steering Committee has undertaken so far and will undertake in the future to ensure sustainability of the WPHF investment and secure additional resources and support for civil society organizations working on women, peace and security and humanitarian issues?

Annex 8: WPHF Risk Ranking Matrix

Risk	Likelihood	Consequences	Overall Risk ranking	Mitigation
Contextual Risks				
Lack of political will and engagement at senior decision-making levels within the UN and governments, at global and country levels	Unlikely (2)	Major (4)	Medium (8)	The support of Member State champions, through the Friends of 1325, are engaged to create political support beyond the traditional friendly Member States and partners. UN Women and UN partners also leverage existing partnerships within the UN system to create space and hold senior leaders accountable. At the country level, to the extent possible, existing structures are used rather than establishing new ones. In most cases, it is envisaged that existing coordination committees for WPS, including National Action Plans coordination mechanisms, PBF Joint Steering Committees, Spotlight Committees or other MPTF Steering Committees are used.
Contexts including political, health and security changes delay or impede the Fund to operate	Possible (3)	Major (4)	High (12)	The Fund monitors contextual developments at the country and global levels to anticipate and respond to severe contextual changes which may delay or impede the Fund (including the national country level steering committees, Management Entities and partners). For example, during the pandemic, National Steering Committee mechanisms are prioritized and moved online when necessary. If there is a stalemate due to contextual factors that may delay the selection process severely, ad hoc mechanisms are used as per the Operations Manual.
Heightened violence/insecurity, climate change and/or lockdown measures prevent women's organizations from delivering services to their communities and causes delays in programme delivery	Possible (3)	Major (4)	High (12)	All selected proposals have to clearly demonstrate how the interventions will be carried out safely in the context of insecurity, confinement measures or restriction on travel, movements and gathering, as well as sanitary regulations. If there are risks to the participants, activities should be put on hold or adapted to resume safely, with flexibility from WPHF/donors regarding end dates of programmes and extension periods.
Governance and Strategy Risks				
Fund allocations not aligned to strategic objectives and/or poorly prioritized fund allocations	Rare (1)	Major (3)	Medium (4)	The WPHF has a Result Framework and processes in place to ensure funding is allocated according to national/contextual priorities, in consultation with several stakeholders at national and global level, such as civil society, governments, UN agencies, UN Resident Coordinators, other UN Funds. This applies, for example, to

Risk	Likelihood	Consequences	Overall Risk ranking	Mitigation
				Country Allocation Proposal identifying 2 priority WPHF outcome areas to be funded and the review the eligible list of countries based on changing context and needs, as well as existing funding to avoid duplication. At the country level, national steering committees also serve as a strategic mechanism to identify, coordinate and allocate funding in areas and organizations under-funded.
Duplication of funding with other Funds at Country level	Rare (1)	Moderate (3)	Medium (3)	The WPHF Secretariat coordinates at the global level with other Funds secretariats (including Spotlight Initiative, PBF and UN Trust Fund VAW) to ensure no duplication of funding and complementarity at the national level. In addition, the governance mechanism at the country level (National Steering Committee) serves as a coordination platform to ensure the funding reaches priority areas and organizations without duplications.
Insufficient funding available to reach WPHF goal	Likely (4)	Major (4)	High (16)	The WPHF Funding Board will help the WPHF Secretariat raise funds. The shared ownership of the WPHF will be a key asset in raising financial resources and secure the appropriate political support. UN Women and partners will avail of the opportunities presented with the 20 years anniversary of resolution 1325 (2000) and related processes to advocate for concrete commitments on financing. The Funding Board will also be working with the group of Friends of 1325 on a regular basis to ensure financial commitments. In addition, WPHF Secretariat will develop annual resource mobilization strategies and seek funding from non-governmental sources such as high net worth individuals and private sector.
Operational and Implementation Risks				
Lack of capacity of women's rights organizations in crisis contexts	Possible (3)	Moderate (3)	High (9)	UN Women Country Offices, as Management Entity for grantees, provides technical and capacity building support to women's organizations design quality interventions, and is accountable for the results. In addition, WPHF Secretariat is developing capacity building trainings for grantees to strengthen their organizational capacity for current projects and beyond. This also includes trainings to enhance their skills in fundraising and funding applications for sustainability of their actions. Partnerships amongst applicants is also encouraged in Call for Proposals, including with umbrella/larger organizations that prioritize capacity building and networking for grassroots organizations. The added value of partnerships with civil society umbrella organizations is their ability to reach smaller organizations on the ground quickly and effectively.

Risk	Likelihood	Consequences	Overall Risk ranking	Mitigation
Monitoring and Evaluation of projects may be reduced in the context of travel and movement restriction.	Possible (3)	Major (4)	High (12)	Innovative and adaptive processes for design and collection of data will be promoted to reduce risks in conflict and humanitarian contexts, and to support grantees strengthen their M&E processes. A M&E strategy was developed with a core principle of Do No Harm, and appropriate guidelines and tools are being developed for partners/grantees, to mitigate the risk and adapt methodologies to context for safe collection of data.
Women and CSOs engaged in the initiatives may face physical/security risks (including exposure to COVID-19)	Possible (3)	Major (4)	High (12)	WPHF promotes a Do No Harm approach throughout projects and processes. Call for Proposals include a risk section and technical evaluations include analysis of considerations from partners on potential risks to their staff and beneficiaries and mitigation measures. UN Women Country Offices knowledge and expertise of the context provides additional review of potential risks during implementation monitoring. <u>For implementation during COVID:</u> Guidance for project proposals highlight that a comprehensive risk and mitigation plan must be put in place, in order to reduce the risks to CSO staff and of beneficiaries. In addition, CSOs must adopt a Do No Harm Approach and articulate the strategies for this. Further, guidelines on adaptive approaches to monitoring and evaluation will be shared with CSO to minimize risks. Protection issues and support will be further identified in consultation with CSOs, INGOs and other relevant stakeholders. <u>For the Rapid Response Window:</u> Any communication material (including photos or names) on initiatives undertaken by women and CSOs through this Window, will need to be cleared for approval for dissemination by the women/CSOs (by email). If too sensitive, the stories and recommendations will be made anonymous, and/or kept internal. Protection issues and support will be further identified in consultation with CSOs, INGOs and other relevant stakeholders.

Annex 9 : WPHF Risk Monitoring Table

Risk	Risk Drivers	Risk outcomes	Mitigation options	Adaptation options	Monitoring	Owners
Contextual Risks						
Lack of political will at senior decision-making levels within the UN and governments	Gender responsive funding perceived as secondary in emergency context/agenda; Lack of understanding of WPHF;	Delayed decision-making processes leads to delay in funding of CSOs and responding to emergencies and needs in a timely manner.	WPHF Secretariat to introduce WPHF to RC and UN Women Senior staff and provide guidance to relevant colleagues to ensure smooth and transparent communication of information and preparation for decision making processes. The support of Member State champions, through the Friends of 1325, are engaged to create political support beyond the traditional friendly Member States and partners. UN Women and UN partners also leverage existing partnerships within the UN system to create space and hold senior leaders accountable. At the country level, to the extent possible, existing structures are used rather than establishing new ones. In most cases, it is envisaged that existing coordination committees for WPS, including National Action Plans coordination mechanisms, PBF Joint Steering Committees, Spotlight Committees or other MPTF Steering Committees are used.	Operations Manual allows for adapted decision-making processes to be put in place on exceptional basis (contextual).	Emails, meetings and regular communication with Country Office, Board Members and other stakeholders	WPHF Secretariat, UN Country Office
Contexts including political, health and security changes	Context specific drivers – include Government transition or other political situation with	Delayed decision-making processes leads to delay in funding of CSOs	The Fund monitors contextual developments at the country and global levels to anticipate and respond to severe contextual changes which may delay or impede the Fund	Operation Manual allows for adapted decision-making processes to be put in	WPHF Secretariat to liaise with Country Offices to programme	UN Country Office

Risk	Risk Drivers	Risk outcomes	Mitigation options	Adaptation options	Monitoring	Owners
delay or impede the Fund to operate	no appointed focal points to take part in the decision process or risk of exposing CSOs to threats or retaliation	and responding to emergencies and needs in a timely manner.	(including the national country level steering committees, Management Entities and partners). For example, during the pandemic, National Steering Committee mechanisms are prioritized and moved online when necessary.	place on exceptional basis (contextual).	dates for decision making with sufficient time for preparation and agendas to coincide.	
Heightened violence/insecurity, natural disasters as a result of climate change and/or lockdown measures prevent women's organizations from delivering services to their communities and causes delays in programme delivery	Resumption of violent conflict including violent extremism, governmental restrictions on movement and speech, climate change and more	Change in activities Implementation timeline and/or location changed, delayed delivery and results from partners	All selected proposals have to clearly demonstrate how the interventions will be carried out safely in the context of insecurity, confinement measures or restriction on travel, movements and gathering, as well as sanitary regulations. If there are risks to the participants, activities should be put on hold or adapted to resume safely, with flexibility from WPHF/donors regarding end dates of programmes and extension periods.	Flexibility in timeline and location of implementation of activities of partners, all decisions-making related to the above are made in consultation with partners on the ground and Country Offices.	Quarterly calls with Country Offices Emails (regular communications) between the Secretariat and the Country Offices	WPHF Secretariat, UN Country Office
Fund allocations not aligned to strategic objectives and/or poorly prioritized fund allocations	Requests for funding not aligned with WPHF strategic objectives, external pressure to allocate funding	Inefficient use of funds, do not offer good value for money, not maximizing the fund's added value	The WPHF has a Result Framework and processes in place to ensure funding is allocated according to national/contextual priorities, in consultation with several stakeholders at national and global level, such as civil society, governments, UN agencies, UN Resident Coordinators, other UN Funds. This applies, for example, to Country Allocation Proposal identifying 2 priority WPHF outcome areas to be funded and the review the eligible list of countries based on		Regular consultations with international community and national stakeholders; Review the Fund's Result Framework regularly based	Funding Board, WPHF Secretariat, UN Country Offices, National Steering Mechanisms/ Committees

Risk	Risk Drivers	Risk outcomes	Mitigation options	Adaptation options	Monitoring	Owners
			changing context and needs, as well as existing funding to avoid duplication. At the country level, national steering committees also serve as a strategic mechanism to identify, coordinate and allocate funding in areas and organizations under-funded.		on context and funding/aid architecture; Targeted Call for Proposals include global indicators.	
Duplication of funding with other Funds at Country level	Lack of coordination and communication	Poor value for money, smaller women organizations not reached	The WPHF Secretariat coordinates at the global level with other Funds secretariats (including Spotlight Initiative, PBF and UN Trust Fund VAW) to ensure no duplication of funding and complementarity at the national level. In addition, the governance mechanism at the country level (National Steering Committee) serves as a coordination platform to ensure the funding reaches priority areas and organizations without duplications.	Ensuring projects are strategic, build on existing resources and sustainable	Consultations and coordination with other UN Funds and initiatives at Country and Global levels.	WPHF Secretariat UN Country Offices
Insufficient funding available to reach WPHF goal	Financial crisis, de-prioritization of gender in funding	Results and targets not met	The WPHF Funding Board will help the WPHF Secretariat raise funds. The shared ownership of the WPHF will be a key asset in raising financial resources and secure the appropriate political support. UN Women and partners will avail of the opportunities presented with the 20 years anniversary of resolution 1325 (2000) and related processes to advocate for concrete commitments on financing. The Funding Board will also be working with the group of Friends of 1325 on a regular basis to ensure financial commitments. In addition, WPHF Secretariat is seeking funding from non-governmental sources such as high net worth individuals and private sector.	Strengthening results in already supported WPHF Countries, targeted funding for specific partners who demonstrated results and continuous needs.	Development of annual resource mobilization strategies, Review of funds available, meetings with donors	MPTFO WPHF Secretariat

Risk	Risk Drivers	Risk outcomes	Mitigation options	Adaptation options	Monitoring	Owners
Lack of capacity of women's rights organizations in crisis contexts	Small size civil society organizations, small resources and insufficient processes in place within the organizations		UN Women Country Offices, as Management Entity for grantees, provides technical and capacity building support to women's organizations design quality interventions, and is accountable for the results. In addition, WPHF Secretariat is developing capacity building trainings for grantees to strengthen their organizational capacity for current projects and beyond. This also includes trainings to enhance their skills in fundraising and funding applications for sustainability of their actions. Partnerships amongst applicants is also encouraged in Call for Proposals, including with umbrella/larger organizations that prioritize capacity building and networking for grassroots organizations. The added value of partnerships with civil society umbrella organizations is their ability to reach smaller organizations on the ground quickly and effectively. In addition, WPHF issues calls for proposals which include institutional funding to reinforce the capacity of organizations.	Small envelopes of funding; funding disbursed in tranches; institutional funding available for applications to strengthen the organization's capacity	Capacity assessment of organizations before signing the contract, result framework design support available from WPHF Secretariat; induction and support provided by UN Country Offices	WPHF Secretariat, UN Country Offices
Monitoring and Evaluation of projects may be reduced in the context of travel and movement restriction.	Conflict, insecurity, pandemic, climate/natural disasters	Inconsistent data, lack of data, lack of evidence/verification	Innovative and adaptive processes for design and collection of data will be promoted to reduce risks in conflict and humanitarian contexts, and to support grantees strengthen their M&E processes. A M&E strategy was developed with a core principle of Do No Harm, and appropriate guidelines and tools are being developed for partners/grantees, to	Digital data collection, adapted methodologies, use of secondary data to minimize risk of primary data collection, reduce frequency of data collection, focus on case study	Result Frameworks, Annual Reports, communication with country offices and CSOs	WPHF Secretariat, UN Country Offices

Risk	Risk Drivers	Risk outcomes	Mitigation options	Adaptation options	Monitoring	Owners
			mitigate the risk and adapt methodologies to context for safe collection of data.	methodology and interpretation approaches		
Women and CSOs engaged in the initiatives may face physical/security risks (including exposure to COVID-19)	Conflict, insecurity, violent extremism, patriarchal norms, sexism, power, ...	Women and CSOs are facing physical and security risks	WPHF promotes a Do No Harm approach throughout projects and processes. Call for Proposals include a risk section and technical evaluations include analysis of considerations from partners on potential risks to their staff and beneficiaries and mitigation measures. UN Women Country Offices knowledge and expertise of the context provides additional review of potential risks during implementation monitoring. See Risk Ranking Table for more details on specific windows.	Adaptation measures to be developed closely with the organizations or women at risks and the UN Country Offices/INGO partners.	Emails and communications with women and CSOs partners, and other stakeholders	WPHF Secretariat RRW Unit UN Country Offices INGO partners

Annex 10: COVID-19 Emergency Response Window

Women's Peace and Humanitarian Fund How to respond to the gender dimension of COVID-19 Outbreak in conflict affected and humanitarian settings

Introduction

First detected in the Hubei Province of China, in December 2019, COVID-19 has since spread to 163 countries or regions with over 246,000 confirmed cases as of March 20th, 2020⁸⁴. Until recently, transmission of the virus to developing and crisis-affected countries has been limited. However, as the World Health Organization (WHO) recently confirmed the outbreak has reached levels of a global pandemic, such transmission is now occurring.⁸⁵ Cases are being reported in almost all countries where the Women's Peace and Humanitarian Fund (WPHF) is active. Significant numbers are being reported in Iraq (close to 200), Colombia and Jordan, while the pandemic is starting to spread in African countries such as Liberia, Nigeria and the D.R.C. In addition, COVID-19 is starting to impact humanitarian aid responses and conflict. Border closures are squeezing relief supply channels in some areas. Elsewhere, lockdowns and quarantines are erecting roadblocks in front of other operations. Restrictions on international staff and movement is also limiting the delivery of assistance.⁸⁶ It is essential to invest and support in local organizations to prepare, prevent and respond to the pandemic, in particular to reach the most marginalized and isolated communities.

COVID-19 in conflict and humanitarian crisis settings

The COVID-19 outbreaks have significant impacts in all contexts. However, the dangers will be amplified in countries affected by conflict where governance and social systems, including health care systems, have seen substantial damage to their infrastructure and services. Dr. Mike Ryan, head of the World Health Organization's (WHO) Medical Emergencies Programme, [noted](#) most conflict-affected states have the weakest health infrastructure, and displaced populations are especially vulnerable due to the physical environments they live in as a result of armed violence.⁸⁷ Similarly, Dr. Esperanza Martinez, the head of the International Committee of the Red Cross's (ICRC) health unit, said that the virus (...) could bring down entire medical systems in countries like South Sudan and the Democratic Republic of the Congo.⁸⁸

Similarly, at particular risk are the more than 70 million people – half of whom are women – who have been forced to flee their homes due to persecution, conflict, violence and human rights violations.⁸⁹ Refugees and IDP populations in camps and informal settlements are particularly at risk. The density of the [Rohingya](#) camps in Cox's Bazaar, Bangladesh and the [restrictions on movement](#) and limited health capacity within the Gaza Strip portend a very dire outcome if COVID-19 spreads into those

⁸⁴ <https://coronavirus.jhu.edu/map.html>

⁸⁵ <https://www.who.int/dg/speeches/detail/who-director-general-s-opening-remarks-at-the-media-briefing-on-covid-19---11-march-2020>

⁸⁶ <https://www.thenewhumanitarian.org/news/2020/03/19/coronavirus-humanitarian-aid-response>

⁸⁷ <https://www.csis.org/analysis/impact-covid-19-humanitarian-crises>

⁸⁸ Ibid.

⁸⁹ Gender implications of COVID-19 Outbreaks in development and humanitarian settings, CARE, March 2020

places.⁹⁰ With the high concentration of people, many of whom live in crowded living conditions (and with highly limited access to healthcare), there is grave concern that the spread of the virus will intensify.

In addition to weak health institutions, it can be hard to persuade populations with little trust in their governments to follow public health directives. The Ebola outbreak in Sierra Leone and Liberia initially spread not only because of the weak monitoring and health system but also because people were skeptical about the information shared by governments in recurrent political tensions and ongoing conflicts.

It is too early to say if the threat of the virus has impacted combatant behavior in any major conflict zones. On one hand the coronavirus could present opportunities for reductions in conflict⁹¹ (for example a one-month ceasefires for a humanitarian pause in the Philippines) or on the contrary spark outbreaks of violence due to a recession, abuses from various parties to the conflict blocking access to aid and targeting hospitals and medical staff and disregarding diplomacy efforts⁹².

Supporting women civil society organization throughout is essential to safeguarding their rights and existence, as well as their roles as peacemakers, caregivers and equal decision makers. Gender-specific programmes which integrate the peace, security and humanitarian nexus may be key in mitigating conflict, addressing gender inequality and the different needs of all women and girls in response to COVID-19 and within their existing fragile contexts.

The Gender dimensions of COVID-19 in conflict and humanitarian crisis settings

A growing body of reporting and analysis confirms that COVID-19 disproportionately impacts women in many ways. The most striking gender-specific challenges that have been identified in contexts of crises, particularly from early lessons learned from Asia, are the following⁹³ :

- **Meeting the needs of women healthcare workers:** Women constitute 70% of the workers in the health and social sector globally and are on the frontlines of the response.⁹⁴ Yet the immediate needs of women on the frontlines are often overlooked. Women health care workers have called attention to their specific needs beyond personal protective equipment, including to meet menstrual hygiene needs. Psychosocial support should also be provided to frontline responders.
- **Impacts on women's economic needs:** As noted for the Ebola outbreak, crises pose a serious threat to women's engagement in economic activities, especially in informal sectors, and can increase gender gaps in livelihoods. Confinement measures, especially in crisis setting where women rely on the informal sector for their livelihoods, will pose a significant challenge to women's economic needs.
- **Impacts on forcibly displaced women:** Women refugees and IDPs, especially – but not only – those in camps and informal settlements, are particularly at risk.

⁹⁰ <https://www.csis.org/analysis/impact-covid-19-humanitarian-crises>

⁹¹ <https://www.csis.org/analysis/impact-covid-19-humanitarian-crises>

⁹² <https://www.crisisgroup.org/global/sb4-covid-19-and-conflict-seven-trends-watch>

⁹³ UN Women Regional Office for Asia and the Pacific, March 2020

⁹⁴ <https://apps.who.int/iris/bitstream/handle/10665/311314/WHO-HIS-HWF-Gender-WP1-2019.1-eng.pdf?sequence=1&isAllowed=y>

- **Interrupted access to sexual and reproductive health:** Evidence from past epidemics, including Ebola and Zika, indicate that efforts to contain outbreaks often divert resources from routine health services including pre- and post-natal health care and contraceptives, and exacerbate often already limited access to sexual and reproductive health services. In the case of COVID-19, confinement measures might limit further the access to these already limited services.
- **Increasing GBV and protection risks:** Experiences have demonstrated that where women are primarily responsible for procuring and cooking food for the family, increasing food insecurity as a result of the crises may place them at heightened risk, for example, of intimate partner and other forms of domestic violence due to heightened tensions in the household. Other forms of GBV are also exacerbated in crisis contexts. In addition, life-saving care and support to GBV survivors (i.e. clinical management of rape and mental health and psycho-social support) may be disrupted when health service providers are overburdened and preoccupied with handling COVID-19 cases.
- **Exacerbated burdens of unpaid care work on women and girls:** Where healthcare systems are stretched by efforts to contain outbreaks, care responsibilities are frequently “downloaded” onto women and girls, who usually bear responsibility for caring for ill family members and the elderly. The closure of schools further exacerbates the burden of unpaid care work on women and girls, who absorb the additional work of caring for children.

Lessons from previous epidemics

There are several lessons from other epidemics that could also be applicable during the COVID-19 pandemic, although it is important to note that context is important. The impact of disease outbreaks on VAWG are likely to vary by the type of virus/disease and how it is spread (e.g. by the exchange of bodily fluid, by indirect contact, by insect carriers), and whether quarantines or social distancing measures are introduced. Wider contextual factors will also determine the impact of the outbreak, for example access to healthcare and GBV services, levels of GBV before the epidemic, and whether the outbreak is in a fragile and conflict affected state.⁹⁵ Governments and organizations need to consider the indirect gender impacts of epidemics, beyond simple binary data on number of cases.

All the above challenges to women and girls and women organizations, are echoed in studies looking at the Ebola outbreak in West Africa in 2014-2016, the cholera outbreak in Haiti in 2010-2013 and Yemen from 2016 onwards, the Ebola outbreak in the Democratic Republic of the Congo (DRC) in 2018-2020, and the Zika outbreak in 2015-2016.⁹⁶ During these outbreaks, women were at higher risk of infection due to their caregiver roles, while being less likely than men to have power in decision-making. There were also reports of increased domestic violence, sexual violence and teen pregnancies.⁹⁷

⁹⁵ http://www.sddirect.org.uk/media/1881/vawg-helpdesk-284-covid-19-and-vawg.pdf?utm_source=IGWG&utm_campaign=c0a486cdd2-EMAIL_CAMPAIGN_2020_03_24_02_34&utm_medium=email&utm_term=0_a24996ea0a-c0a486cdd2-54839561

⁹⁶ http://www.sddirect.org.uk/media/1881/vawg-helpdesk-284-covid-19-and-vawg.pdf?utm_source=IGWG&utm_campaign=c0a486cdd2-EMAIL_CAMPAIGN_2020_03_24_02_34&utm_medium=email&utm_term=0_a24996ea0a-c0a486cdd2-54839561

⁹⁷ Gareth Willmer, ‘Gender blind’ coronavirus policies could hinder disease fight’, Sci Dev Net, 16 March 2020

In the DRC, many of the several social-economic factors mentioned above were specifically affecting women and girls in the Ebola epidemics due to women's higher mobility in the community and surroundings (water collection, clothes washing, markets), role as caregiver and lack of access to reproductive health services. The superposition of the Ebola outbreak and the conflict and security dimensions aggravated the situation for women and girls. Women's organizations played a significant role in leading on the prevention and the management of the health emergency, including through tailored communication and awareness raising efforts, as well as the establishment of services to survivors, especially in situations of lockdowns.

In China, in the context of COVID 19, women's organizations and activists have developed innovative ways to raise awareness and create support systems (extract below from UK Aid VAWG Research Report n°284)

Women's organisations and activists have developed innovative ways to raise awareness and support survivors during the COVID-19 outbreak

- **Setting up networks** to help survivors. For example, over 2,500 volunteers have signed up to be 'vaccines' for the network 'Vaccines Against Domestic Violence' as "the door can block COVID-19, but it cannot block another virus: domestic violence". The volunteers listen out for abuse and support families to resolve conflicts peacefully (The Economist, 2020).
- **Publishing online manuals**⁵ on how women can protect themselves from domestic violence during the epidemic, including directing them to online legal aid (Wanqing, 2020).
- **Hosting livestreamed workshops** to advise people what they can do to support domestic violence survivors (Wanqing, 2020).
- **Creating posters** reminding bystanders to speak out against domestic violence (Owen, 2020)
- **Raising awareness online** using hashtags such as #AntiDomesticViolenceDuringEpidemic #疫期反家暴# (discussed more than 3,000 times on social media platform Weibo) (Owen, 2020)

Response services have also used technology to help provide services to survivors:

- **A Beijing court has been using online court hearings and 'cloud visits'** to handle cases and protect vulnerable survivors such as women and children during the epidemic

Based on previous experiences, it is clear that local women's organizations on the front line of the response are key actors and should be supported:

- As social mobilizers to combat mistrust, fake news and ensure awareness raising of all members of communities;
- Contact tracking: women can facilitate the contact tracking within communities to isolate the virus spreading;
- Providing support systems to women survivors of violence;
- Informing community and national pandemic responses and programmes with a gender and inclusive perspective ;
- Mediating access to aid with local armed groups ;
- Preserving social cohesion and peaceful resolution to conflict at community level.

The WPHF response to the COVID-19 Pandemic

Civil society organizations around the world are playing key roles in supporting efforts to respond to and stem the spread of COVID-19, and their work is particularly critical in contexts of conflict and

humanitarian crises.⁹⁸ The current pandemic will have an effect on active WPHF -supported organizations and projects, but also on the communities where the WPHF is present.

In order to support these communities through the pandemic, the WPHF secretariat is proposing, after consultation with UN in-country focal points, to adopt a 2-tier approach for Funding Board input, consideration and approval.

1. Assessing current partnerships and possibility of reallocating funds

On a case-by-case basis, depending on the nature and capacity of CSOs, funding could be reallocated to women's initiatives to prevent and combat COVID-19 as well as mitigate its impact on women. Noting that in most countries, activities will have to be on hold due to national lock down or gathering/movement restrictions, current WPHF partners who have experience in crisis response, such as civil society organizations who have responded to the Ebola crisis in the past, could be authorized to reallocate their funding to COVID-19-related activities.

The WPHF Secretariat is currently developing a simplified survey for partners in order to assess the situation.

2. Opening an emergency window on COVID-19

Dedicating specific funding to women's response to COVID-19

As a funding mechanism designed to support women-led and women's rights organizations in crisis settings, the WPHF is particularly well placed to provide a response to the crisis and its gender dimensions. It is therefore suggested the following.

The WPHF Board to approve and launch a Call for proposals on COVID-19 emergency response. The Call for proposals will target women's organizations and could include the following rapid-response interventions:

- Providing seed funding to women's organizations working in peace and security and humanitarian settings to ensure they are able to sustain themselves through the crisis⁹⁹.
- Strengthening the leadership and meaningful participation of women and girls in all decision-making processes in addressing the COVID-19 outbreak.
- Mobilizing of women's organizations at community level to ensure that public health education messages on risk and prevention strategies are reaching all women (including through community radio, the use of technology, etc.).
- Supporting women who will be most economically affected by the crisis, namely daily wage earners, small business owners and those working in informal sectors. This could be done through cash transfers, community funds and support to women-led small businesses.
- Restoring and strengthening access to sexual and reproductive health services, including pre- and post-natal care.
- Supporting prevention and response to GBV, including through safe shelters but also campaigns on social norms targeting male engagement in domestic work and combatting domestic violence.

Modalities

⁹⁸ https://www.hrw.org/news/2020/03/19/human-rights-dimensions-covid-19-response#_Toc35446584

⁹⁹ The survey ran by the WPHF Secretariat with WPHF partners will also provide information on the potential impact of the pandemic on the existence of these organizations.

Through the emergency mechanism as stated in the WPHF Operations Manual, the Funding Board will establish an emergency window on COVID-19. The Funding Board could make an initial investment in the window while the WPHF Secretariat will identify potential sources of additional funding from Governments, the private sector and the general public through accompanying digital outreach efforts. Coordination with WHO and OCHA CERF COVID19 emergency funds will be ensured by the Secretariat. The Call for proposals will only be launched in WPHF eligible countries (25). *AFGHANISTAN, BURUNDI, BANGLADESH, C.A.R., COLOMBIA, D.R.C., HAITI, IRAQ, JORDAN (SYRIA CRISIS), LIBERIA, MALAWI, MALI, MYANMAR, NIGERIA, PALESTINE, PAPUA NEW GUINEA, THE PACIFIC (Fiji, Palau, Tonga, Samoa, Solomon Islands, Vanuatu), SOMALIA, SOUTH SUDAN, SUDAN, SRI LANKA, TURKEY, UGANDA, UKRAINE and YEMEN.*

Criteria

- *Budget: the Call for proposals could look at 2 funding streams: institutional support throughout the crisis for amounts inferior to USD 30,000 and project based funding for amounts between USD 30,000 and 200,000.*
- *Duration: up to 12 months (renewable)*

The following steps will be implemented:

- Funding Board approves the WPHF **COVID-19 Emergency Window** and initial funding.
- **A global call for proposals** (specific to this emergency and with the elements above) is launched for applications from eligible countries with a deadline (2 weeks) and option to be advertised again for more applications.
- WPHF Secretariat receives the applications and does a **shortlisting** based on CFP criteria and first quality control (a consultant will support the review of applications to ensure timely turn around).
- WPHF Secretariat shares the proposals received with each country focal point (the UN Entity which will act as Management Entity) who will share with the **UN RC office and other UN agencies** (as relevant) for a 4 working days online review. The recommendations for selection will be shared with the Secretariat.
- The Secretariat shares the UN Country teams recommendations with the WPHF Funding Board for **final selection approval** on a rolling basis.
- Approved projects will be shared with UN Management Entity for **contracting process and transfer of funds**.
- Monitoring and Evaluation support will be provided by WPHF Secretariat and UN Women CO to CSOs. Updates on progress will be shared by WPHF to the Board every 2 weeks.

Annex 11: Concept Note – Rapid Response Window

Rapid Response Window

A funding mechanism to support women in influencing and participating in peace processes and the implementation of peace agreements

Background

Twenty years after the adoption of the landmark UN Security Council Resolution 1325, women remain significantly underrepresented in peace and transitional processes. The changing nature of wars, protracted and asymmetrical conflicts, have accelerated/increased the impacts of conflict on women, putting even more at risk their sense of identity and security within the family, community and beyond. In many instances, women's participation as delegates and decision makers has become increasingly difficult. Women from diverse settings, including Afghanistan, the Central African Republic, Libya, South Sudan, the Sudan and Yemen have faced and continue to face steep obstacles, direct resistance and great personal risks in their efforts to ensure their participation in processes pertaining to the future of their countries.¹⁰⁰ Furthermore, over 50 parties to conflict are credibly suspected of having committed or instigated patterns of rape and other forms of sexual violence in situations on the agenda of the Security Council.¹⁰¹

Women's meaningful participation in peace processes remains one of the most stalled areas in the WPS agenda. Although there is evidence of the value of women's meaningful participation in peace processes and implementation, with the likelihood of reaching peace agreements, implementing those agreements and sustaining peace being significantly higher, women's meaningful participation and gender equality are too often seen a secondary or apolitical concern to ending the conflict.¹⁰² As a result, data underline that the vast majority of agreements do not explicitly address gender equality or the rights of women. To spark change, a range of actors will need to be influenced, including those who may not see gender equality as central to matters of peace and security. There have been some recent examples in 2019, in Central African Republic, Mali and Libya, where parallel and joint advocacy by the UN, its member states and women civil society networks and organizations has contributed to women's direct -sometimes limited- participation in peace talks and peace agreement follow-up mechanisms.¹⁰³

¹⁰⁰ UN Secretary General Women and Peace and Security Annual report, 9 October 2019, S/2019/800, p.6

¹⁰¹ UN Secretary General Women and Peace and Security Annual report, 9 October 2019, S/2019/800, p.2

¹⁰² UN Women, Christine Bell (2018) Accessing Political Power : Women and Political Power-Sharing in Peace Processes, p.4

¹⁰³ UN Secretary General Women and Peace and Security Annual report, 9 October 2019, S/2019/800, p.7-8

Diverse women's meaningful participation in peace processes is not only a question of human rights and women's rights, but one of accountability and justice, which are key to a sustainable peace. Engaging with and supporting women civil society organizations is essential to increase community-buy in, bottom up and inclusive decision-making processes to shift dynamics and broaden the issues discussed. Studies have shown that collaboration and knowledge building among diverse women groups, including linkages between women signatories and women civil society groups, contributes to better content of peace agreements and higher implementation rates of agreement provisions.¹⁰⁴ This subsequently contributes to addressing root causes of conflict and supporting women in leading on reconciliation and rebuilding social cohesion, defining security, helping build gender-sensitive infrastructure and much more.

In order to accelerate the implementation of this agenda, in October 2019, in his annual report on Women, peace and security,¹⁰⁵ the UN Secretary General called on the Women's Peace and Humanitarian Fund (WPHF) to open a rapid response window on women's participation in peace negotiations:

(f) To support rapid response funds to advance the meaningful participation of women in peace processes, which includes financial support for travel, visas, childcare, translation and related expenses, in particular by providing resources to the new window in the Women's Peace and Humanitarian Fund;

(j) United Nations entities are requested to identify resources in support of the meaningful participation of women in peace negotiations and the implementation of peace agreements, and the Women's Peace and Humanitarian Fund is called upon to consider opening a rapid response window that allows for such support for women to participate in peace negotiations and the implementation of peace agreements.

The Expert Group Meeting report¹⁰⁶ on women's inclusion in Peace Processes organized by UN Women in 2018, also highlights the WPHF, the Peacebuilding Fund's Gender and Youth Promotion Initiatives and the Innovative Peace Fund by ICAN, as innovative mechanisms to provide flexible and timely small and medium grants to support women's leadership in all stages of peace and security processes. Gaps in terms of rapid and flexible funding support for civil society led strategic initiatives to influence peace processes and peace agreement implementation continue to exist. Other existing funding mechanisms such as the UN Peacebuilding Fund and DPPA Multi Year Appeal, provide long term and larger amounts of funding support to international civil society organizations (UN PBF) or rapid support but mostly to UN and government stakeholders (DPPA MYA).¹⁰⁷

¹⁰⁴ Jana Krause, Werner Krause & Piia Bränfors (2018) Women's Participation in Peace Negotiations and the Durability of Peace, International Interactions, 44:6, 985-1016, DOI: [10.1080/03050629.2018.1492386](https://doi.org/10.1080/03050629.2018.1492386)

¹⁰⁵ UN Secretary General Women and Peace and Security Annual report, 9 October 2019, S/2019/800, p.37

¹⁰⁶ UN Women (2018), Women's Meaningful Participation in Negotiating Peace and the Implementation of Peace Processes, Report of the Expert Group Meeting.

¹⁰⁷ A broader mapping on resources allocated to civil society on peace processes would be needed.

Building on existing efforts, tools and networks, the WPHF is working on the design and set up of a Rapid Response Window (RRW) to address funding gaps for women peacebuilders and women's civil society organizations to influence and participate in peace processes and the implementation of peace agreements.

Under the oversight of the WPHF Funding Board's Task Force, the WPHF is taking a participatory approach to setting up the RRW, through consultations with women peacebuilders and diverse stakeholders and experts.¹⁰⁸ The information that follows is a draft proposed structure and process for the RRW, for feedback and inputs.

Background on the Women's Peace and Humanitarian Fund

In 2016, the WPHF was launched as the first ever partnership between the United Nations, Member States and civil society to support local women-led and women's rights organizations working on Women, Peace and Security and humanitarian issues around the world. Today, WPHF has established itself as a highly relevant and credible multi-partner trust fund that has already achieved significant impact. The Fund is now active in 12 countries, actively supporting over 100 civil-society organizations and benefiting over 80,000 women and girls directly and over 3 million people indirectly.

WPHF operates around six areas of work (outcomes), of which one of the outcomes (outcome 4) focuses on the fact that women's participation and influence on peace processes has been under-used and under-funded. The Rapid Response Window will provide a rapid and tailored mechanism for financing women-led initiatives to participate meaningfully in, and influence, peace processes and the implementation of peace agreements.

Objectives and scope

A 'peace process' is an essentially contested concept, but mostly it refers to a political process to resolve conflict through 'peaceful means' – usually a mixture of politics, diplomacy, negotiations, mediation and dialogue in different areas (track 1 to 3).

The RRW's overall objective is to support women's meaningful participation during all stages, at all tracks, and at all levels of peace processes¹⁰⁹. More specifically, it is a funding mechanism which will support strategic civil society led short-term initiatives to influence and participate in formal, national or international processes. The scope for requests is purposely diverse and open to encompass demands to support women's meaningful participation through punctual interventions which need

¹⁰⁸ This includes women peace activists, CSOs, INGOs, UN Women Country Offices, Women Mediator Network, DPPA, PBSO, MPTFO, UN operations teams on processes, Member States representatives and more. Consultations will be ongoing as the Concept Note evolves.

¹⁰⁹ Including by enhancing women's leadership and engagement in political processes, disarmament, demobilization and reintegration programmes, constitution making, security sector and judicial reforms and wider post-conflict reconstruction and recovery processes.

urgent support. While the scope is large, initiatives will be short in duration aiming to address rapidly a specific gap with an identified impact-specific action at different stages:

- Before the peace negotiations : preparation/design
- During the negotiations : gender provisions/women's inputs
- After the negotiations : implementation and monitoring

The RRW will serve as a demand-driven and context-specific¹¹⁰ multi-partner funding mechanism for rapid, flexible and short/medium term support to civil society organizations.

Funding support under the RRW is open to all ODA countries, beyond the eligible countries under WPHF.¹¹¹

There will be an inception period starting after the RRW is launched and funding is secured. It will last for about 3-4 months (recruitment process, identification of partners, institution of the governance structure).

Principles of partnerships, non-duplication and collaboration

The RRW aims to build on existing efforts and structures to provide additional flexible and responsive funding to women's rights advocates, women peacebuilders, women-led including young women-led civil society organizations. It aims to empower them to define their strategies and lead their initiatives, while amplifying their voices and building their capacity through the RRW partners and leverage multi-partnerships strengths for better and more impact.

Collaboration, coordination and communication amongst partners and actors will contribute to the effectiveness and reach of the impact of initiatives undertaken through the RRW. The WPHF Secretariat will regularly share information on the demands received with relevant actors (UN Country offices working on the peace processes, Women Mediators Networks, DPPA, PBSO, INGOs, Member States supporting peace processes and other relevant stakeholders) to leverage entry points, political influence and expertise for better and comprehensive support.

Type and nature of support provided

Flexibility in the type of support, timing and funding amounts will be key to responding to women's organizations and women groups' needs to influence and participate in peace processes from the local to the national level, both formally and informally, and at all levels.

Type of support provided

The RRW will look at funding the following types of requests and initiatives in the context of a peace process and peace agreement implementation:

- Travel and other logistical support (flights, DSA, visas, childcare, ...);
- Expertise and technical support to identify entry points and stakeholders, to strategize, access support and connection with key stakeholders for bilateral meetings/consultations/dialogues, and more;

¹¹⁰ See figure 1 below.

- Coaching of women delegates and observers to peace negotiations;
- Advocacy and lobbying campaigns for women's inclusion in peace and political processes;
- Advocacy and lobbying campaigns for women's inclusion in the implementation and monitoring mechanisms of peace agreements;
- Language support including translations of key documents and interpretation in decision-making processes;
- Evidence based advocacy and collection of data to feed into a process;
- Preparatory sessions and capacity building for women participating in decision-making processes;
- Consultations and community engagement to feed into a specific process;
- Coalition building and strategizing to influence a specific process;
- Advocacy events and meetings, cross-border dialogues;
- Organizing and drafting participatory declarations/demands to influence decision-making processes.
- Providing protection for women peacebuilders and women human rights defenders (around activities related to peace processes specifically)¹¹²

Examples of requests mentioned through consultations:

- Translation of documents and interpretation during specific decision-making processes in Cameroon (English/French);
- Inter-country dialogue and exchange between women peacebuilders facing Taliban (Afghanistan and Pakistan) to strategize and share lessons learned in a safe place;
- Travel and logistical support to organize a side-meeting for advocacy along peace talks;
- Strategizing and political advice to influence key decision-makers for women's meaningful participation in talks (Libya);
- Consultations and dialogues between youth and decision-makers (South Sudan);
- Protection needs for women peace and women's rights advocates (Libya).

Note on longer-term initiatives: The WPHF regular funding through Call for Proposals provides longer support for civil society organization (up to 2 years). The current window will focus on financing rapid and strategic urgent interventions linked to a specific gap and process.

Nature of the support provided

The RRW will support these initiatives through:

- Small grants for CSOs; or
- Direct support/funding to the initiatives (for example, expert deployment to advise CSOs, flights to attend a meeting, childcare, ...)

Depending on the type of support requested, the support will be provided directly by the WPHF's Secretariat (such as travel, expert deployment, etc.) or by one of the RRW INGO implementing

¹¹² Exact modalities to be determined through consultations with relevant stakeholders.

partners to transfer rapidly small grants support to local and national CSOs, whose request for support has been validated by the WPHF RRW Task Force.

During the inception period, a pool of partner INGOs will be selected through a Call for Proposals for the WPHF's Global Window (details such as amount and duration to be discussed). Funds transfers to INGOs will be through the Multi Partner Trust Fund Office (MPTFO), as the Administrative Agent for the Fund¹¹³.

Overview of the funding process

Eligibility

Only local and national CSOs (women led organizations are especially encouraged) can submit a request for funding and support, including coalition of CSOs. Separate requests from different civil society organizations from the same country can be considered and accepted, noting the diversity of women's voices and intersectionality. Applications can be submitted directly through the RRW email address. Proposals can also be sent through DPPA, INGOs (including partners) and UN Country Offices for review/selection through the same process.

Women Mediators Networks members can submit requests for travel support if directly advising and supporting CSOs on a specific process.

WPHF, with the support of UN DPPA, women mediators' networks and other partners and agencies at the international and national levels, will disseminate information about the RRW to ensure awareness, in rural and urban areas, and access to request support through a simplified process (website page, email address and template for requests). A communications strategy and materials in different languages will be developed.

Duration and threshold

Demand for support, including grants, logistics and expertise can be submitted to support initiatives for a duration of up to six months maximum. Longer-term initiatives can be supported through WPHF's eligible countries regular funding stream.

The RRW will not consider requests for funding above 100,000 USD.¹¹⁴

Governance structure

The Rapid Response Window will be comprised of:

- A task force composed of the WPHF Board members will approve/decline requests for funding for amounts above 10,000 USD.
- A technical committee composed of all the RRW partners and one UN Country staff (WPS expert) – including implementing partners– will make recommendations to the task force for approval (see figure 2 for more details on process).
- A Rapid Response Window Unit will be established within the WPHF Secretariat to support the process.

¹¹³ MPTFO's minimum amount for transfers is 100,000 USD.

¹¹⁴ There is no minimum for amount requested.

The RRW Unit will be overseen by the Head of the Secretariat and supported by the WPHF Secretariat, it will be composed of:

- A coordination staff (P3 or JPO) to set up the mechanism, ensure the coordination between the different partners, process the requests and support the technical committee.
- An Operations Associate (part time - 50%) to facilitate and process rapid funding requests and organize travel (flights).
- A multi-lingual communication short-term consultant to support with the dissemination of information on the RRW at all levels and in different languages to enhance awareness and multiply requests for support (need to be reassessed at the end of the inception phase).

Selection process and quality control

A brief template to submit requests will be available on the website to be downloaded and completed. It will guide the CSOs in providing necessary information to assess the need and type of support, as well as risks and potential challenges, to best identify supporting partners and responses. The template will include a question on previous or existing financial support they have on activities related to the peace process.

Proposals/requests for support should comprise a component on how women will include, and feedback key demands from women of different backgrounds in an effort of leaving no one behind. A checklist will be developed to facilitate quick review and evaluation of the proposals received by WPHF RRW Unit.¹¹⁵

For the selection and decision-making process, a Technical Committee and Task Force will be established.

For amounts between 10,000 USD and 70,000 USD, the Technical committee will recommend approving or declining the request and will make recommendations on the type of support and partner to implement. Request will then be submitted by the WPHF RRW Unit to the Task force together with the recommendations of the Technical Committee. There will be two tracks to process the requests in a timely manner for proposals submitted between 10,000 and 70,000 USD (see figure 2):

- Fast-track (2 days review for the Technical Committee and Task Force, respectively) for very urgent requests;
- Normal track (4 days review for the Technical Committee and Task Force, respectively) for the other requests.

The RRW Unit will assess the urgency of the request and will suggest to use the fast track or the normal track.

For amounts above 70,000 USD, the Technical Committee and Task Force will have 5 days to review respectively.¹¹⁶

¹¹⁵ This will include using a GBA+ lens to review proposals.

¹¹⁶ Exceptions can be considered in terms of the time frame in situations/countries where costs might be very high, and the urgency would not allow so much time.

For amounts below 10,000, the Secretariat can proceed directly with the request as these would most likely be for very urgent and short-term needs such as (but not limited to) travel or expertise deployment for an event.

For a request to be approved or rejected by the Technical Committee and the Task Force, the proposal will be submitted by email to the members with a silence procedure and a quorum of 50% of responses needed in order to move forward with the process.

For the implementation of grants support, WPHF will partner with INGOs to ensure rapid deployment of support. These partners will be selected through a Call for Proposals and capacity assessment. WPHF Secretariat will be able to also provide direct support based on the nature of the request. This aims to build on existing knowledge and capacity, as well as more rapid procurement processes to ensure timely delivery.

Figure 1: overview of the RRW process

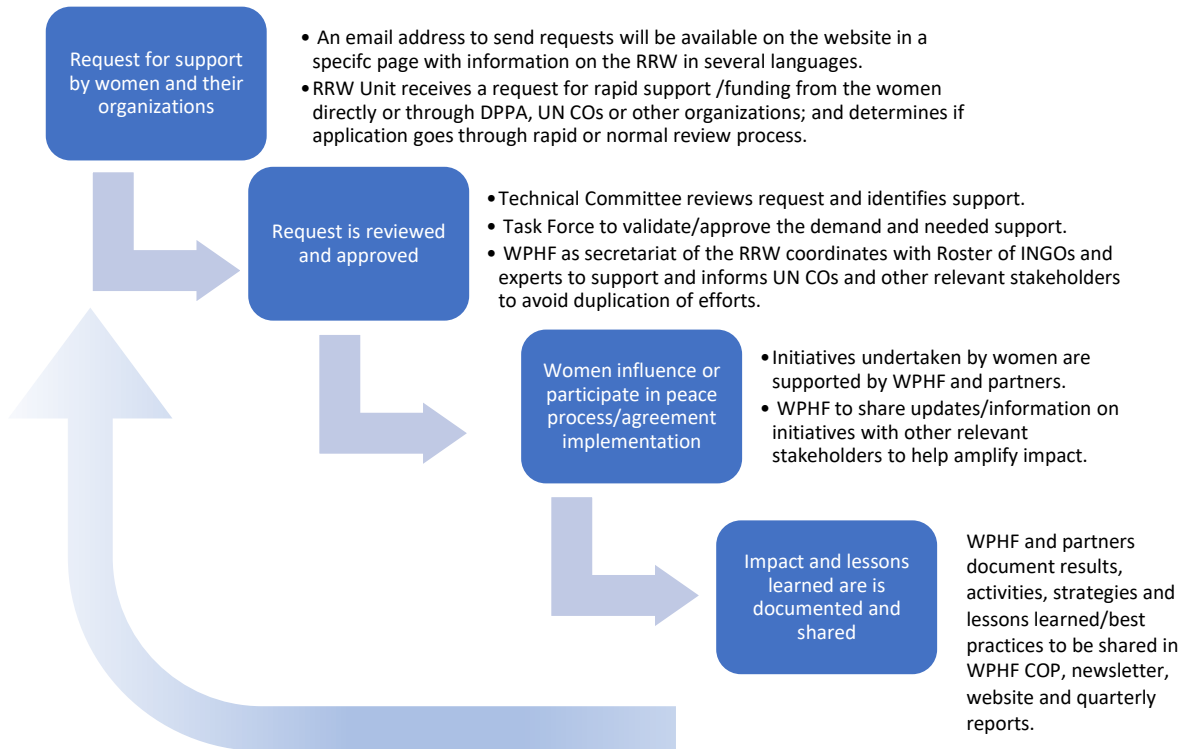
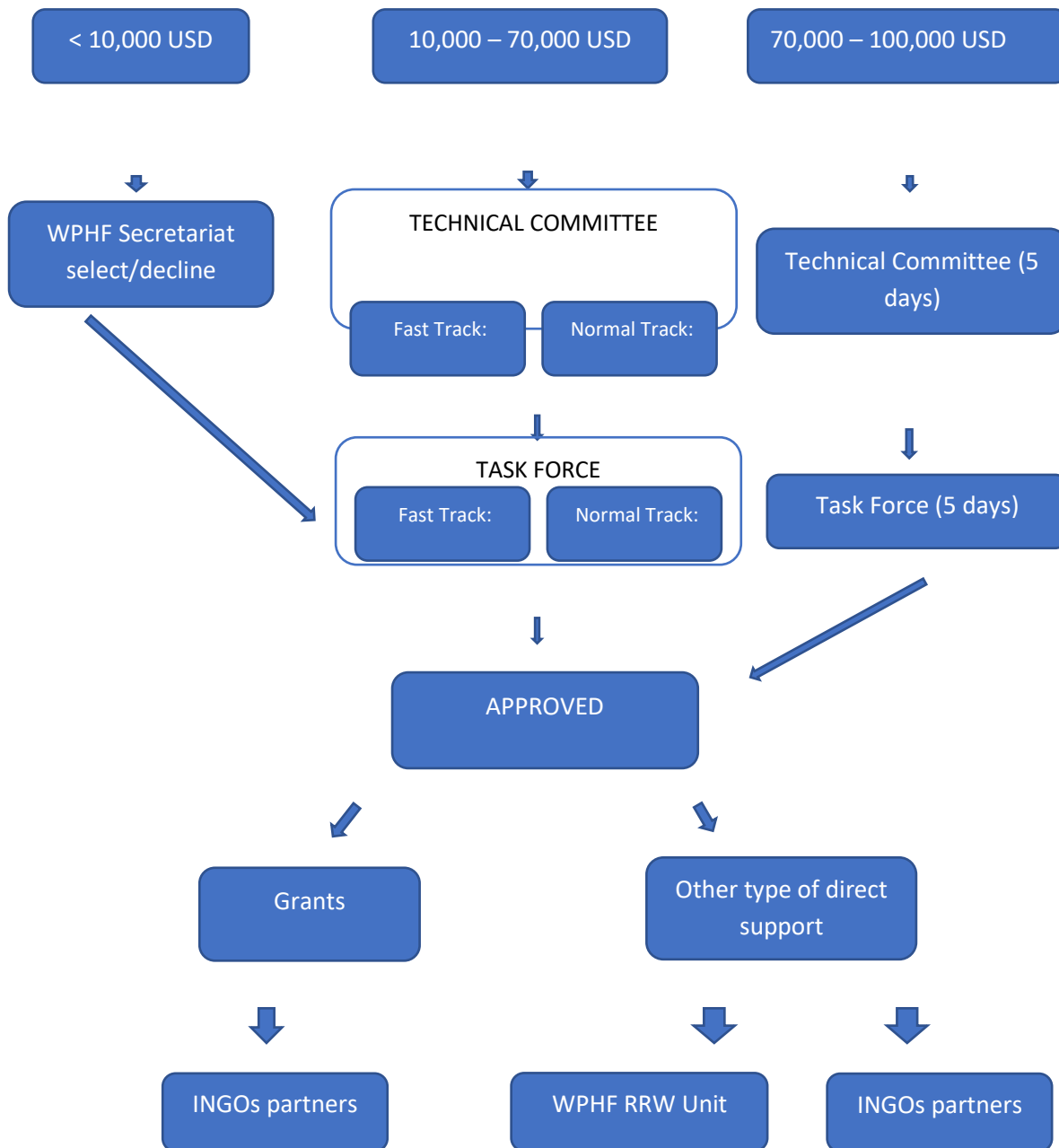


Figure 2: Selection process



Risk Analysis

Risks	Level	Impact	Mitigation measures
Women engaged in the initiatives may face additional security risks if exposed.	Medium	High	Any communication material (including photos or names) on initiatives undertaken by women and CSOs through this Window, will need to be cleared for approval for dissemination by the women/CSOs (by email). If too sensitive, the stories and recommendations will be made anonymous, and/or kept internal. Protection issues and support will be further identified in consultation with CSOs, INGOs and other relevant stakeholders.
Request is not representative of diversity of women or groups.	Medium	Low	The template for application includes a section on inclusivity to ensure intersectionality in approaches and demands that include those of marginalized, young, disabled and rural/urban women, while recognizing the diversity of women's voices. Applications from CSOs from a same country but different groups (including opposing groups) can be reviewed and funded based on their main objective (inclusivity and peace related).
Simplified application process and short turn over limits level of quality control and assessment.	Medium	Medium	The template for applications will include a risk section, short result framework and detailed budget. The proposals when received will be first reviewed by the JPO/P2 against a checklist. The Technical committee includes UN Country Office WPS Specialist to provide context-specific and organizational insights on the application. Higher budget will go through a more thorough review by the Technical Committee and Task Force.
Requests submitted to the Technical Committee and Task Forces for approval do not meet the required quorum (50% of responses).	Low	High	Back up for each organization/member pre-identified in case out of office. The approval time can be extended for 1 day until the quorum is met.
Efforts are isolated and therefore impact is limited.	Low	Medium	WPHF Secretariat RRW unit will be communicating regularly with UN Country presence, Women Mediators Networks, DPPA and other stakeholders as relevant, to share information, ensure no duplication and the integration of efforts where possible.

Measuring impact and documenting lessons learned and best practices

The WPHF Secretariat will share quarterly updates on developments and challenges to the Task Force. Any amendment to the RRW processes and mechanisms will be submitted to the Task Force for their approval.

The WPHF Secretariat Monitoring and Evaluation consultant, will support in developing a higher-level results framework aligned with WPHF's Outcome 4 and which clearly identifies the overarching objectives and indicators for measuring impact and value for money, while providing space for implementing partners to identify indicators to measure results of specific initiatives.

The implementing partners (INGOs and experts) and the WPHF RRW Unit will provide technical support to applicants to identify indicators to best report and measure the impact of initiatives undertaken by civil society through the RRW. Specific and timely objectives and results need to be identified, while noting that the context and processes are subject to external factors.

Successful stories, practical recommendations and lessons learned will be documented and shared with the WPHF Funding Board, Technical Committee and through the WPHF Community of Practice, the website and social media channels. WPHF will also share with DPPA and UN focal points¹¹⁷ at the Country level.

An internal review will be conducted six months after the start of the RRW activities to adjust the modalities where needed. The Rapid Response Window will also be included in the next WPHF external independent evaluation.

Sustainability: a circular process building on gains

If an initiative has been successful in gaining results and new/further opportunities appear to pursue these efforts, women CSOs/individuals can re-apply for additional requests for support to build on previous efforts. This request will go through the above validation process (Technical Committee and Task Force), presenting the achieved gains and how it will build on these gains.

WPHF and partners will also assist the supported CSOs in identifying longer-term support and entry points to integrate their efforts and secure funding at the national level.

Impactful initiatives which identify long term needs for funding may be submitted to the WPHF Funding Board for consideration within decision-making processes vis-à-vis the regular funding stream. The WPHF regular operations will apply in this case for country selection and funding allocation, as well as for proposal selection.

¹¹⁷ This can include UN Women WPS Specialist, advisor and/or Representative, DPPA HQ focal point, and other stakeholders engaged in the process.

Annex 12: Use of direct costs for additional staffing at Country level

Background

The UN Management Entity for CSOs acts as the WPHF Steering Committee Secretariat, using the indirect costs (up to 7%) for contracting, monitoring and reporting of grantees at the country level. In countries where UN Women has a field presence, UN Women acts as a Management Entity for CSOs and WPHF Steering Committee Secretariat. In countries where UN Women does not have a field presence, another designated UN Entity will act as both the Management Entity (ME) for CSOs and the WPHF Steering Committee Secretariat.

Following the 2019 WPHF Mid-Term Review findings and the approval of the WPHF Funding Board in April 2020, UN Management Entities for CSOs at the country level may request additional funds to ensure quality support to grantees in the contracting, monitoring and reporting processes. Such requests will be reviewed on a case by case basis, based on a combination of criteria detailed below.

Eligibility Criteria table for additional direct costs for staffing at the country level

Eligibility criteria	Rationale
Current total allocation is under or equal to 2 million USD	For allocation above 2 million USD, the 7% (or 5%) indirect costs are sufficient to cover the management costs at country level.
Number of <u>active</u> CSO partners exceeds 10 organizations	WPHF encourages a selection of grantees which includes smaller budgets (and institutional funding) as well as small organizations. A large number of grants requires more support from the ME to grantees for better delivery and reporting.
Travel costs related to M&E in the country are high and geographical locations of projects are spread out	In the case of allocations where travel costs are high and/or geographic locations are spread out, the indirect support costs might not be sufficient to cover both staff and travel. In this case, the UN ME can request additional direct costs for staffing expenses related to M&E and quality support to grantees.

Decision-making process and requirements

Requests for additional funding (direct costs) for the Management Entity at the country level will be submitted to the WPHF Global Secretariat for review and approval based on the above criteria. The request should respond to at least 2 out of the 3 criteria to be considered.

Requests for additional funding (direct costs) for staffing at the country level should be submitted before the transfer of funding allocation from MPTFO to the UN Management Entity at Country level. If approved, the total amount of direct costs should be included in the MPTFO Transmittal form and ME Cover Page form to be processed with the allocation's transfer. Total amount of additional direct costs for staffing at country level requested should be up to 3% of the total active allocation.