

The Women's Peace and Humanitarian Fund (WPHF)

Operations Manual

June 2026

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. General Background

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 other financing instruments, such as OCHA Country funds (CERFs) the UN Trust Fund on Ending Violence Against Women, the Peacebuilding Fund (PBF), amongst others. In order to ensure complementarity with the PBF, the WPHF will only support peace and security interventions by women's rights, women-led or youth led 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. This complementarity prevents duplication, expands reach to women-led CSOs that larger funds could miss, and injects WPS priorities into humanitarian planning and peacebuilding strategies.

2. Funding Mechanisms of the WPHF

WPHF delivers flexible support to women's organizations through three main windows: the **Regular Funding Cycle (RFC)**, which provides institutional and programmatic funding and small grants via open or targeted calls (including an emergency track) in countries approved by the Global Steering Committee (GSC) and implemented through Call for Proposals; the **Rapid Response Window (RRW)**, a rolling, year-round mechanism for ODA-eligible countries that rapidly supports women peacebuilders and women's CSOs to influence peace processes and peace agreement implementation through Direct Support; the **Women Human Rights Defenders (WHRD) Window**, which provides emergency protection grants and advocacy participation support for WHRDs in crisis/conflict contexts.

The Fund may be activated in natural hazard settings where such crises intersect with peace and security dynamics and give rise to generate specific risks, needs and opportunities related to advancing the women, peace and security (WPS) agenda. In such contexts, WPHF will act within its comparative advantage by supporting women's leadership, participation and protection, while ensuring alignment and complementarity with OCHA pooled funds (CERF and CBPFs) and other existing funding mechanisms, as part of a coherent and system-wide response.

2.1 Regular Funding Cycle

The Regular Funding Cycle is a country or regional funding mechanism, which provides funding through country-based allocations of at least \$1.2 million per eligible country¹. It is the largest funding window providing programmatic and institutional funding to local women organizations working in crisis and conflict-affected countries. Organizations apply via a country-based, time-bound call for proposal to support projects advancing women's leadership in conflict prevention and resolution. Humanitarian action, protection, peacebuilding and economic recovery. Since 2016, the RFC has supported around 1,900 CSO's working in 49 countries impacting lives of over 5 million people worldwide.

Country/regional allocations are made by the GSC 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 as indicated in the respective Country Allocation Proposal.

Types of Calls for Proposals under the Regular Funding Cycle

Open Call for Proposals under the Regular Track	Calls for Proposals are advertised on the WPHF website on a periodic basis. Any CSO that meets the eligibility criteria can apply. WPHF technical secretariat conducts the longlisting and shortlisting of proposals, and the National/Regional Steering Committee takes the final decision on which proposals are selected for funding. The final Call for Proposal document has to be approved by the RC/HC before it's launch.
Targeted Call for Proposals under the Regular Track (Closed Call for Proposal)	Calls for Proposals are open to a list of pre-identified CSOs. WPHF conducts the longlisting and shortlisting of proposals, and the National/Regional Steering Committee takes the final decision on which proposals are selected for funding. This Call for Proposals is used under special circumstances including in contexts where security considerations do not allow for a publicly advertised Call for Proposals and/or in situations where the total funding allocation for CSOs is under 1 million USD. The final Call for Proposal document has to be approved by the RC/HC before it's launch.
Targeted Call for Proposals under the Emergency Track	Calls for Proposals are open to a list of pre-identified CSOs that have passed UN capacity assessments and have a proven track record to respond to a specific emergency need. WPHF conducts the longlisting and shortlisting of proposals and the UN Resident / Humanitarian Coordinator takes the final decision on which proposals are selected for funding in a fast-track procedure. This Call for Proposal is used in emergency situations only. The RC/HC approves the final Call for Proposal Document.
Open Call for Proposals under the Emergency Track	Call for Proposals are advertised on the WPHF website in parallel or following a Targeted Call for Proposals under the Emergency Track. The Open Call for Proposals under the emergency response track follows the same process as the Regular Funding Cycle Open Calls for Proposals, including use of public open calls and decision-making by National or Regional Steering Committee. The final Call for Proposal document has to be approved by the RC/HC before it's launch.
Institutional Funding Call for Proposal	In exceptional cases, the WPHF can launch a Call for Proposals dedicated exclusively to Institutional Funding (Stream 1). The Calls for Proposals are

¹ Smaller allocation can be approved to fund reserve-list projects.

	advertised on the WPHF website on a periodic basis. Any CSO that meets the eligibility criteria can apply. WPHF technical secretariat conducts the longlisting and shortlisting of proposals, and the National/Regional Steering Committee takes the final decision on which proposals are selected for funding. The final Call for Proposal document has to be approved by the RC/HC before it's launch.
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Under its **regular funding cycle**, responsibility to manage the WPHF allocation, including project-level approval is delegated to a national level steering mechanism at country level or regional steering mechanisms for regional responses. In most cases, the steering mechanism will be an inclusive multi-stakeholder platform between the government, UN, donors, and civil society. In exceptional cases to enable the WPHF to intervene in a preventive manner or in a situation of emergency, the GSC may delegate responsibilities to manage the WPHF country allocation to the UN Resident Coordinator. For the humanitarian response, the WPHF country allocation is managed by the UN Humanitarian Coordinator.

The GSC might also decide on regional responses to address the needs of women and girls from a specific country - including those who are displaced/refugees. Such allocations will only be made if a coordinated regional steering mechanism exists or can feasibly be created. The WPHF GSC may approve the division of funding between countries that are part of a Regional Response. The WPHF GSC can also delegate authority to the Regional Steering Committee to decide on the division of funding between countries that are part of a Regional Response.

The GSC may consider making several successive and/or overlapping allocations in a country. The decision to invest an additional allocation in a country will depend on the results reached by WPHF in the country during past call for proposals and country specific needs and request an exit strategy submitted by the UN Country RC/HC.

In order to respond to a limited number of sudden onset emergencies, the WPHF will build a reserve to enable the WPHF GSC to make a country allocation within a maximum of 5 working days². Should the GSC approve the allocation, the WPHF Technical Secretariat shall immediately inform the RC/HC, and the Participating UN Organisation (PUNO) as appropriate.

2.1.1 Emergency Track (under the Regular Funding Cycle)

The emergency response process of WPHF aims to accelerate the speed in which funds are channeled to local women's rights organizations in situations of acute crisis so they can rapidly respond to the needs on the ground.

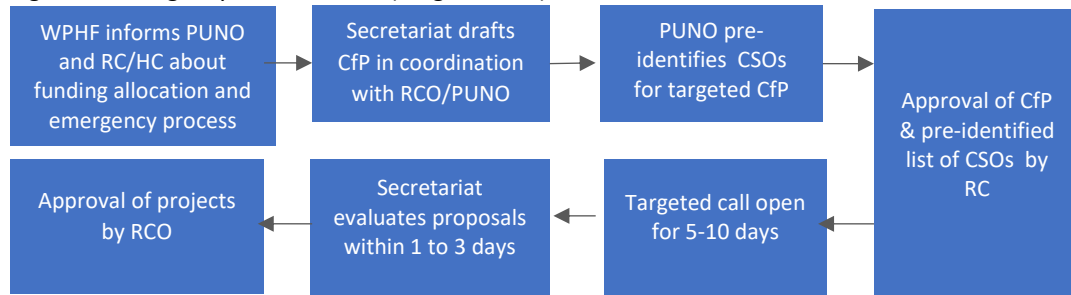
The process includes a first phase to fast-track the selection and contracting of CSOs on the frontlines of the emergency response, and a second phase to reinforce, complement and expand the existing efforts by engaging a wider number of organizations ensuring longer term intervention along the Humanitarian- Development- Peace Nexus.

Under phase 1 selection and contracting of CSOs is fast-tracked by issuing a targeted Call for Proposals to a limited number of pre-identified organizations having passed UN capacity assessments in the past

² 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.

2 years, and by streamlining the decision-making process through the RC/HC (a National or Regional Steering Committee will not be required in this case). The PUNO can request up to 3% of the allocation (phase 1) for Monitoring and Evaluation of projects.

Figure 1: Emergency Track Process (Targeted Call)



Phase 2 of the emergency response track follows the same process as the Regular Funding Cycle Calls for Proposals, including use of public open calls and decision-making by National or Regional Steering Committee. The PUNO can request up to 5% of the total allocation (of phase 1 + phase 2) for capacity strengthening of WPHF CSO partners and 3% of the allocation (of phase 2) for Monitoring and Evaluation of projects. If several PUNOs are receiving the funding, the capacity strengthening 5% and 3% for monitoring and evaluation will be distributed proportionally to each PUNO based on the total WPHF funding each manages.

See Annex 16 for more details on the emergency response track process.

Under the WPHF Emergency track procedure allocations of less than \$1 million can be accepted for an initial and fast response (phase 1) pending additional funding is available to reach over 1 or 2 million USD (See Section 2.1).

2.2 Other Funding Mechanisms

In addition to its regular funding cycle, the WPHF GSC has the ability to approve the development of targeted funding windows to respond to specific situations that emerge. WPHF has currently two other dedicated funding windows (in addition to its regular funding cycle)³:

- 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).
- A **Funding window for WHRDs**, established in 2022 responds to the increasing needs for protection and participation from/working in WHRDs from conflict/crisis countries.
- In addition, in line with its knowledge management, capacity strengthening, and rapid response needs at the global level, the WPHF funds a limited number of global level projects, including through the **Global Learning Hub** (L-HUB) or global calls for proposals.

The rules and procedures governing these funding mechanisms may be found in section 5.7 and 5.8. The COVID-19 Emergency Window has closed.

³ The COVID-19 ERW which was approved by the GSCC in 2020, was closed in December 2022.

3. Governance of the Fund

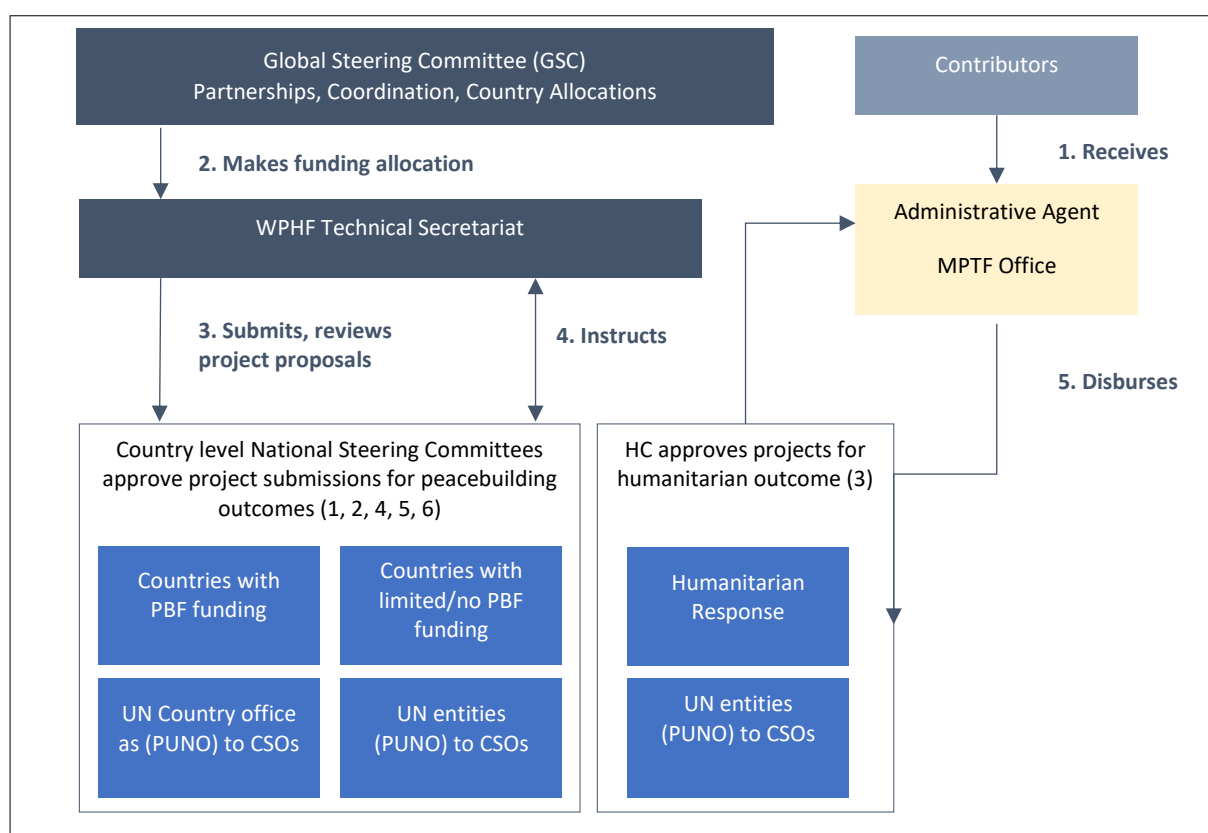
3.1 Governance and Management Structure

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

- Coordination and Oversight (Steering Committee, Regional/National Steering Committees and Technical Secretariat).
- Fund Operations (Management of functions implemented directly by the WPHF Technical Secretariat).
- Fund Design and Administration (MPTF Office).
- Fund implementation (RFC implementation with Participating UN Organizations, WHRD and RRW implementation with PUNO and Non-UN (NUNO)).

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

FIGURE 2: WPHF GOVERNANCE ARRANGEMENTS UNDER THE REGULAR FUNDING CYCLE



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 P/NUNOs.

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

3.2 Global Steering Committee (GSC)⁴

The Global Steering Committee serves as the governing body of the Fund, providing guidance and oversight and making allocation decisions. This includes making country/regional based allocations for RFC for unearmarked funds, as well as general allocations to the RRW and WHRD for unearmarked funds. The GSC approves all budgets for the funding windows and WPHF Technical Secretariat.

The WPHF Steering Committee serves as a collaborative platform to set WPHF's strategic direction, make resource allocation decisions, and oversee progress towards achieving its results, exercising the overall accountability of the Fund.

The responsibilities of the GSC include:

1. Provide a platform for global partnership, coordination, advocacy and resource mobilization

- Approve and support implementation of WPHF's Resource Mobilization Strategy.
- Approve and support implementation of WPHF's Advocacy and Communications strategies.
- Encourage and support the facilitation of coordination and consistency with other initiatives on humanitarian action and peace consolidation.

2. Provide Strategic Direction for WPHF

- Approve the WPHF strategic plan, which includes the WPHF results frameworks and theory of change.
- Approve and update as needed the WPHF TOR.
- Identify and agree upon criteria for eligible countries.
- Approve the development and establishment of additional funding windows as relevant.

3. Provide general oversight of the WPHF

- Review, examine and approve the WPHF Operations Manual at least on a bi-annual basis.⁵
- Approve the WPHF Technical Secretariat work plan, structure and budget.
- Authorize the Administrative Agent to transfer funds to Participating Organizations (PUNOs and NUNOs)⁶ for the approved projects.

4. Approve Projects and Make Allocations Decisions

- Approve the WPHF global windows and Learning Hub project documents, including activities and budget.
- Decide on the allocation of unearmarked WPHF funds to countries and windows.
- Decide on funding allocations to eligible countries and/or windows, including the Global L-HUB.

5. Exercise overall accountability for the WPHF

- Review and approve global annual and final reports (narrative and financial) ensuring that results, challenges and lessons learned are clearly identified and that follow-up actions are agreed to improve future programming and operations.
- Commission periodic external independent evaluations of the Fund's overall performance

⁴ Formerly referred to as the "Funding Board".

⁵ Or as necessary to allow the Fund to be responsive and adaptable to emerging and rapidly evolving contexts and needs

⁶ Participating UN Organizations (PUNOs) and/or Non-UN Organizations (NUNOs). Under both the Window for WHRDs and the RRW, implementation is carried out by NGO partners.

and added value and ensure that key findings and lessons inform strategic planning, resource allocation and operational guidance.⁷

- Review, approve and monitor Management Responses to evaluations, with clear, time-bound actions and regular reporting on progress to the GSC.
- Approve and periodically review the Fund's Risk Management Strategy, including risk appetite and mitigation measures, ensuring that risk management supports principled, flexible and conflict-sensitive delivery in fragile and conflict-affected settings.
- Promote a culture of learning and adaptive management by systematically using evidence, data and feedback from partners and affected populations to adjust strategies, funding decisions and implementation modalities.

3.2.1 Composition of the GSC

The GSC 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 GSC on an annual rotational basis. In addition to UN Women, two UN participating organization (on a biennial rotational basis with possibility for extension), and the Peacebuilding Support Office (PBSO) will form part of the GSC. Four representatives from global civil society organizations focused on prevention, humanitarian response and peacebuilding will be invited as members of the GSC on a biennial rotational basis. Civil society membership will be determined through a self-nomination process.

The GSC comprises twelve members, as follows:

- **Four representatives of the largest contributors to 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 Capitals are encouraged to participate). The Four largest contributors from year X are Steering Committee members on year X+1. *Note: In the case where one of the four largest donors is not able to carry out its functions on the WPHF GSC due to extraordinary circumstances, the next largest donor from the previous year will be invited to serve on the Steering Committee, upon approval of all other Steering Committee.*
- **Four civil society representatives.** The civil society representatives shall be self-nominated for a 3-year mandate, non-renewable consecutively. This will allow a rotation and overlap of 2 civil society representatives to ensure continuity and knowledge transmission between incoming and outgoing members. Civil society membership will be determined through a self-nomination process led by the CSOs GSC members.
- **Two UN participating organizations (PUNOs).**⁸ Mandatory review will be done for rotational UN Agencies after an agency has been 2 years on the GSC, taking into account the availability of other actors. Decision making process includes:
 - Interested UN agencies shall submit a formal letter of interest to the Secretariat.
 - The Secretariat shall circulate the expressions of interest to GSC members.
 - The GSC shall review requests based on the agency's relevance, comparative advantage, and expected contribution to the Fund.
 - Selection shall be made preferably by consensus, in line with the GSC's decision-making process.

⁷ The final evaluation/lessons learned exercise shall be commissioned about 12 months before the Fund's operational end date.

⁸ Any rotational UN agency whose membership, renewal, or review is under consideration shall declare a conflict of interest and shall abstain from the consensus process and decision-making on that agenda item. The agency concerned may provide factual information if requested but shall not participate in the decision. For that item, quorum and consensus shall be determined excluding the agency concerned, and the recusal shall be recorded in the meeting minutes.

- Membership may be renewed subject to review of the agency's continued relevance, engagement, and contribution.
- **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 GSC as an ex officio member but without the right to vote.

**In the event that a civil society organization holding a steering committee seat merges with another organization during its mandate, the other CSO GSC members shall review the merger's implications for representation. The merged entity may retain the seat only if it maintains the same criteria applied for its selection, in alignment with WPHF's mandate and principles. Otherwise, the seat shall be considered vacant and filled with the standard CSO nomination process to ensure representation remains fair and consistent.*

The GSC will nominate the chair on a biennial basis.

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

In the event of absences, designated substitutes for PUNOs may not be of lower rank than P5 to P3 level for working level GSC meetings and Director (D1 or D2) level for High-level GSC Meetings.

3.2.2 Rules of Procedures of the Global Steering Committee

High-level meetings of the GSC shall be held once a year while working-level meetings shall be held on a quarterly basis. The High-Level GSC members may delegate decision-making authority to the Working-Level Steering Committee, as appropriate, to enable rapid and flexible implementation⁹.

High-Level GSC members are responsible for decisions on strategic governance matters, including approval of country allocations, the Strategic Plan, the WPHF Terms of Reference, the Operations Manual, the organigramme, and other key high-level documents.

Working-Level GSC members support overall decision-making by providing technical guidance and recommendations, including emergency-related decisions and allocations linked to sudden-onset crises (including, where relevant, open CERFs). In addition, given that the High-Level GSC convenes once per year and a range of approvals are required throughout the year to ensure flexible and timely implementation, the Working-Level GSC also reviews and approves operational and programmatic items—such as cost extensions, unearmarked funding and other implementation-related approvals. Decision-making for unearmarked funding, the use of interest income, and budget-related matters are delegated to the Working-Level Steering Committee, while authority over the organigramme remains with the High-Level Steering Committee.

The meetings shall be convened by the Chair of the GSC through the Technical Secretariat by means of communication to the members of the GSC at least ten working days prior to the meeting date. The Chair of the GSC may decide to convene extraordinary meetings of the GSC; with a minimum of four

⁹ This delegation recognizes that High-Level Steering Committee meetings are convened annually, while the Working-Level Steering Committee meets on a quarterly basis and is therefore better positioned to support timely operational decisions between annual sessions.

members (at least one member from UN, Member States and Civil Society); members must be informed of these extraordinary meetings by means of the same procedure as for ordinary meetings.

In the case of an emergency, the Chair of the GSC shall convene an extraordinary meeting of the GSC. Members will be informed 24-48 hours in advance. The Chair may solicit feedback from GSC and make country level allocations through email approval, including on a no objection basis within 48 hours.

Provided that quorum (at least 7 members, including at least one representative each from civil society, member states and UN agencies) is met, the GSC shall make decisions by consensus whenever possible. This concerns particularly decisions on (non-emergency) funding allocations, which shall generally be made in agreement with the member state(s) who provided the respective funding. The decision can also be made to return the issue to the following meeting agenda for further consideration. The GSC may also make decisions via silent procedure¹⁰ virtually.

The agenda, documents, minutes of the previous meeting and a note on the progress made in implementing activities shall be shared by the Secretariat at least 10 working days before meetings, except in cases of emergency or strategic ad hoc meetings.

All members of the GSC must declare any potential conflict of interest with any points on the agenda and recuse themselves from decision making. If any conflict of interest is identified, the organization shall not be allowed to vote on the corresponding item, and the quorum shall be adjusted to the relevant 7/12 ration for a consensus vote¹¹.

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

3.3 National/Regional Steering Committees

Steering Committees have delegated responsibility from the GSC to manage the WPHF allocation at the country or regional level.

The Resident Coordinator/ Humanitarian Coordinator (RC/HC) leads the WPHF in a country or region, with delegated authority from the WPHF GSC. The RCO or a UN agency, as designated by the RC/HC, is playing the role of the secretariat at country or regional level for the Steering Committee. The most appropriate country or regional level steering mechanism will be identified by the UN RC/HC and PUNO (building on existing mechanisms where possible) and shared with the WPHF technical secretariat as part of the WPHF allocation process.

As soon as a new allocation is approved, the Chair of the Technical Secretariat will send a letter to the RC/HC in the relevant country, announcing the new country allocation. The letter will outline the next steps towards funding allocations including:

- An initial meeting between WPHF Technical Secretariat and the RC/HC to discuss the funding allocation processes as the chair or co-chair of the Steering Committee, timelines, and the role of PUNO's.

¹⁰ No objections made.

¹¹ A CSO member may be an organization that has previously received funding from WPHF or may receive funding after serving as a GSC member. However, it is important to note that any organization with a seat on the Steering Committee is ineligible to receive funding from WPHF during the course of its term. In addition, if a CSO member is based in a particular country, the CSO shall refrain itself from voting on matters related to that country.

- Identification of the relevant PUNO.
- If a PBF National Committee is not present, the establishment of the National/Regional Steering Committee or reactivation of the National Steering Committee.

If there are any delays in standard allocation timelines, the RC/HC together with the WPHF Technical Secretariat would agree on mitigation measures to accelerate delivery and minimize delays.

For WPHF regional responses, a regional steering committee will be established with similar responsibilities as the national steering committee. In the case of additional country or regional funding allocation, the steering committee composition can be revised accordingly mirroring the composition mentioned in section 3.3.2. In coordination with the WPHF Technical Secretariat, the RC/HC can establish or use an existing separate national steering committee in addition to being member of a Regional Steering Committee if there is a significant increase in funding that is earmarked to the country only rather than a regional response following the standard guidelines on the establishment of national steering committees. WPHF Secretariat will support the Committee as needed and requested by the RC/HC.

3.3.1 Responsibilities of the National/Regional Steering Committees

The steering committees shall assume the following responsibilities:

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

National or regional level steering committees shall provide a forum for exchange and coordination on women's engagement in relevant WPHF outcome areas in each eligible country. They shall communicate the WPHF's allocation, projects, progress, and evaluations to national, regional and international partners. All members of the national or regional level steering committees shall actively engage in resource mobilization efforts for the WPHF and manage partner relationships at country and regional level. The Chair(s) 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 Steering Committees have delegated responsibility from the GSC to manage the WPHF allocation at the country or regional level. The national or regional steering Committee is responsible for selecting and approving projects in line with WPHF's allocation contribution and WPHF outcomes. The PUNOs must ensure that all selected project documents are shared with the WPHF Technical Secretariat for technical review before the PUNO contracts the respective CSOs. The National/Regional Steering Committee must approve all programmatic or budget revisions, reallocations and project extensions beyond 6 months of the original project end date as appropriate.

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

The chair(s) of the national or regional level steering committees (or HC in the case of humanitarian response projects, and RC in the case of exceptional prevention projects) shall sign the submission forms and approved project documents, which are then transmitted to the Administrative Agent through the WPHF Technical Secretariat.

iv. Monitor progress and provide oversight on project performance

National or regional level steering committees shall review annual and final narrative reports prepared by implementing entities. The national or regional 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 or regional 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.

3.3.2 Composition and Operation of the National/Regional 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 (NAPs) coordination mechanisms, PBF Joint Steering Committees, Spotlight Initiative Steering Committees, or other MPTF Steering Committees¹² will be used.

National Steering Committee

At a minimum, the national level steering committee will be chaired by the UN Resident Coordinator (RC/HC) and be made up of:

- Representatives from the government (as co-chair with the RC/HC) depending on the country
- Representatives from PUNOs¹³
- At least two representatives from women's rights civil society organizations¹⁴
- At least two representatives from current WPHF donors (As per discussion with RC, preference will be given to donors already represented on the GSC, provided they have an in-country presence)
- WPHF Secretariat focal point (observer status supporting RCO/HC)

Each country will specify to the WPHF Technical Secretariat at the beginning of the process and in its minutes of the meetings, the composition of its national level steering committee and report on the number/names of women's rights civil society organizations who participated in the decision-making process in the decision-making minutes and transfer forms¹⁵ (safe civil society participation is mandatory for WPHF).

Regional Steering Committee

For regional steering committees, at a minimum, the regional steering committee will be made up of:

- One UN Resident Coordinator as Chair of the steering committee
- UN Resident Coordinator Office representatives from the countries under the Regional Response
- Representatives from PUNOs across all countries part of the regional response
- At least two representatives from women's rights civil society organizations
- At least two Representatives from current WPHF donors. (As per discussion with RC, preference will be given to donors already represented on the GSC, provided they have an in-country presence)
- WPHF Secretariat focal point (observer status supporting RCO/HC)

On a case-by-case basis, a representative of regional governmental organization or representatives of the governments of at least two countries may co-chair the steering committee.

¹² 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.

¹³ In case there are more than one PUNO in a country, all should act as National Steering Committee Members.

¹⁴ To avoid a conflict of interest the CSO members cannot apply to the WPHF CfP.

¹⁵ In the MPTFO Transmittal Form cover page.

Role of National/Regional Steering Committees

The National/Regional Steering Committees (NSC/RSC) are delegated by the WPHF Global Steering Committee to manage WPHF allocations at country or regional level. Their main responsibilities include:

- Approving projects and budgets: selecting CSO projects from the shortlist, approving budgets, project duration, reserve lists, budget changes, top-ups, reallocations, no-cost extensions, and eligible capacity-strengthening proposals.
- Requesting fund transfers: working with the WPHF Technical Secretariat to request from MPTFO transfers to PUNOs, with the Chair/Co-Chair signing the required submission forms.
- Providing strategic advice and coordination: guiding fund allocations, overseeing implementation, sharing information on other existing funding to avoid duplication, and identifying areas where additional funding is needed to leave no one behind.
- Monitoring accountability and performance: reviewing progress updates and annual reports from PUNOs, assessing performance, requesting revisions where needed, and recommending project closure or reimbursement in cases of underperformance.
- Supporting outreach and resource mobilization: helping mobilize resources, strengthening partner relationships, increasing visibility and networking opportunities for WPHF CSO partners, while taking account of partner safety and security, and supporting inclusive consultations for civil society self-selection into NSC/RSC membership.

More details on the National/Regional Steering committees can be found on the NSC/RSC TOR (Annex 23).

3.3.3 Country/Regional Steering committee Rules of Procedures

The (co-)chairs of the steering committee shall invite members of the steering committee to meetings through the Secretariat (PUNO). The (co-) chair(s) of the 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. If a donor provides earmarked funding to a Call for Proposals at country level but is not an official member of the National Steering Committee, the Resident Coordinator/Humanitarian Coordinator may, in coordination with the WPHF Technical Secretariat, consider inviting the donor to participate as a voting member for discussions and decisions related to that specific funding allocation. This participation would be limited to the relevant Call for Proposals and would not confer permanent membership of the National Steering Committee or voting rights on subsequent decision-making items¹⁶.

Ordinary meetings of the national or regional level steering committee shall be held at least once a year, in person or online. The meetings shall be convened by the (co-) chair(s) of the national or regional level steering committee through the Secretariat of the National or Regional Steering Committee by means of a communication to the members of the national or regional 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 be attached.

The (co-) chair(s) of the national or regional level steering committee shall ensure a quorum, which is considered the minimum number of members required to make the proceedings of that meeting valid. A quorum for any decision requires at least 51% of voting members and at least 1 CSO representative to be present.

¹⁶ Special consideration may be given to donors that are members of the GSC, in recognition of their role in the Fund's global governance structure and continued engagement with WPHF.

The national level steering committee shall make its decisions to fund proposals by consensus across voting members present during the meeting. 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 or regional steering mechanism may agree to provide comments on documents and take follow up decisions electronically (email approval).

The (co-)chair(s) of the national or regional steering committee may decide to use an email approval process in case of emergency or if there are significant delays in convening a NSC/RSC meeting as per agreed standard timelines for Regular Funding Cycle Calls for Proposals, to minimize delays in funding allocations. Email procedures can also be used to take follow-up decisions following a Steering Committee Meeting. Email approvals require a clear description of all decision-making items that must be sent to all Steering Committee members. Steering Committee members should have at least three working days (in case of urgent approvals) to consider the decision-making items and provide any objections or recommendations. If objections or recommendations are received, these need to be addressed in a timely manner and the decision needs to be resubmitted via email to all Steering Committee members for consideration. If no further objections are received, the decision is considered approved and the (co-)chair(s) or the Secretariat of the national or regional Steering Committee confirm the approval of decision-making items to all Steering Committee Members.

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

The (co-)chair(s) of the national or regional level steering committee may also be asked to convene an extraordinary meeting by a minimum of three members of the national or regional 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 or regional steering committee then have ten working days to convene the meeting through the UN office providing secretariat support.

3.4 WPHF Technical Secretariat

The WPHF Technical Secretariat is responsible for the operational functioning of the Fund, serving as the GSC Secretariat.

In line with the UNSDG guidance¹⁷, UN Women¹⁸, based on its mandate to lead the coordination of WPS in the UN system (the UN Security Council resolution 2242), has been selected as the hosting entity of the WPHF Secretariat, providing the administrative platform to perform its operational tasks. The host entity receives funding through a "Secretariat project," approved by the Steering Committee. This project covers staff, logistics, procurement, and is implemented following the host entity's administrative rules and regulations through the entity's systems (e.g. ERP, IT). The Secretariat

¹⁷ UNSDG Guidance (<https://unsdg.un.org/resources/undg-guidance-establishing-managing-and-closing-multi-donor-trust-funds>).

¹⁸ UN Women is uniquely situated to host the WPHF Secretariat and to accelerate implementation of the women, peace and security agenda. In the area of women, peace and security, UN Women's coordination and accountability role is recognized specifically in Security Council resolution 2242 (2015).

staffing, as outlined in the Organigram, is reflective of functional analyses and the objective to remain as lean as possible.

As per the WPHF MOU¹, the Secretariat costs will be charged to the Fund as direct costs as included in the Secretariat project budget.

The WPHF Technical Secretariat **core functions to lead on the achievement of WPHF's Strategic Plan include:**

1. Provide Quality, Flexible, and Effective Funding

- Develop and implement the WPHF Resource mobilization strategy, as approved by the GSC.
- Liaise closely with UN Resident Coordinator Offices and PUNOs to monitor and support Regular Funding Cycle programme implementation as relevant.
- Oversee and manage, where relevant, implementation of RRW and WHRD Windows in coordination with PUNOs and NUNOs.
- Liaise with the Administrative Agent on fund administration issues, including issues related to project/fund extensions and project/fund closure.
- Liaise with PUNO to support timely delivery of funds and oversight of programmes where relevant.

2. Support Global Learning, Capacity Strengthening, and Knowledge Generation

- Collaborate with relevant UN agencies, INGOs and CSOs to support learning, capacity strengthening opportunities.
- Develop and facilitate demand driven, comprehensive evidence-based capacity strengthening and knowledge exchange programming and opportunities.
- Develop, implement and disseminate strategic knowledge products.

3. Strengthen Governance, Strategy Implementation, and Accountability

- Draft and update the WPHF TOR and Operations Manual for GSC Approval.
- Convene GSC meetings, draft agendas and minutes.
- Convene one annual meeting as needed with all donors to present overall programmatic and operational updates.
- Ensure execution of GSC Decisions.
- Provide coordination and operational support to the GSCs, as well as National and Regional Steering Committees.
- Ensure the development and implementation of the WPHF Strategic Plan and budgeted annual workplans, as approved by the GSC.
- Develop and implement the WPHF Communications and Advocacy strategy, as approved by the Steering Committee.
- Develop and disseminate Annual Reports.

3.4.1 Composition and qualification of the Technical Secretariat

Under the general direction of the GSC with reporting lines to the relevant Director within the host agency (UN Women Director of Women, Peace and Security), the Technical Secretariat will comprise

¹ Memorandum of understanding, Section I, para 3: "The Steering Committee may request any of the Participating UN Organizations, to perform additional tasks in support of the Fund not related to the Administrative Agent functions detailed in Section I, paragraph 2 above and subject to the availability of funds. Costs for such tasks will be agreed in advance and with the approval of the Steering Committee be charged to the Fund as direct costs".

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 is headed by a high -level manager (at least P5) who will act as the Head of the Secretariat supported by a Deputy Head of Secretariat and Operations Manager. Additional staff members and consultants will be recruited, as needed. Staff will have the relevant level of delegated authority to be able to effectively deliver on the Fund's mandate.

In line with the UNDG Guidance, the Secretariat shall support the GSC through advisory, operational, monitoring, reporting, coordination, fundraising and liaison functions. Secretariat staff shall be recruited and contractually administered by UN Women in accordance with its applicable rules, regulations, policies and procedures, with UN Women retaining the related legal and administrative accountability as host entity. The performance management of the Head of Secretariat, including appointment, renewal, non-renewal, reassignment, or termination, shall be undertaken by UN Women in consultation and coordination with the GSC, which has responsibility for general oversight and exercises overall accountability for the MPTF.

The Technical Secretariat's operating costs shall be charged to the Fund as direct costs (no more than 7%). The cost proposal covering a three-year period shall be submitted to the GSC by the Technical Secretariat 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 GSC's approval depending on actual resources mobilized.

3.4.2 Responsibilities of the Secretariat at National/Regional Levels

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

- Maintaining and circulating the calendar for national or regional level steering committee meetings, preparing the agenda, minute taking and information dissemination to members and the WPHF Technical Secretariat.
- Compiling and circulating endorsed projects by the Technical Secretariat with the national or regional level steering committee members for review and approval.
- Preparing analysis to brief Steering Committee members of decision-making items and facilitate the decision-making processes of the members of the Steering Committee. This includes providing recommendations of projects to be considered for funding from the shortlist of projects shared by the Technical Secretariat, recommend adjustments to budgets aligned with the available funding amount to inform decision-making as relevant.
- Provide analysis and recommendations on any project top-ups and/or reallocations of funds for approval by Steering Committee Members.

3.5 Administrative Agent

The UNDP Multi-Partner Trust Fund Office (MPTF Office) acts as the Administrative Agent (AA) of the WPHF. The AA is entitled to allocate an administrative fee of one percent (1%) of the amount contributed by each donor, to meet the costs of performing the AA's standard functions as described in the MOU and SAA². It shall carry out the following functions:

² All standard UNDG legal agreements can be found here: <https://mptf.undp.org/page/unsdg-legal-documents-and-templates-pooled-funds>

i) Concluding 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 (<https://mptf.undp.org/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

The Fund's Gateway website gathers real-time financial information relating to the Fund's commitments and deposits. Applicable interest rates and the Administrative Agent 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 GSC, through the Technical Secretariat, and shall present the financial state of the Fund during the GSC meetings.

iii) Subject to the availability of funds, releasing funds to each Participating UN Organization and/or Non-UN Organization in accordance with the decisions of the GSC and national or regional level steering committees

On instructions from the GSC 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 and/or NUNOs. The transfer request shall be made through the MPTF Office Gateway.

The following documents must be attached: a fund transfer request and the project document(s) as well as the corresponding minutes of the GSC or national or regional steering committee meeting. Upon receipt, the Administrative Agent will transfer the funds to the headquarters account of the relevant PUNO and/or NUNO. In line with UNDG guidance, a minimum threshold of \$100,000 per individual transfer to a PUNO/NUNO is strongly recommended.

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/or NUNO 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.

iv) Uploading narrative reports on the Gateway

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

v) Consolidating annual and final financial reports on the basis of financial reports provided by PUNOs and/or NUNOs.

vi) Circulating consolidated narrative and financial reports to the GSC 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 GSC 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. Acceptance of funds from the private sector will be guided by criteria stipulated in the UN system-wide guidelines on cooperation between the UN and Business Community (the UN Secretary General's guidelines: (<https://www.un.org/en/ethics/assets/pdfs/Guidelines-on-Cooperation-with-the-Business-Sector.pdf>)).

Prior to agreeing to accepting a contribution from a non-State actor, due diligence will be performed to ensure that these planned contributions are in line with the United Nations policies on the contributions from non-State actors. The due diligence process will include consultations with the Fund Secretariat and may include consultations with the Participating United Nations Organisations.

While unearmarked contributions are preferred, contributors may earmark their contributions to the WPHF in line with UNSDG guidance. Contributors may earmark their contributions at the outcome level, at the country level, or by funding window, as long as the earmarked country is among the eligible countries approved by the WPHF Steering Committee. Funding Contributions may be accepted in fully convertible currency or in any other currency that can be readily utilized. Such contributions will be deposited into the bank account designated by UNDP MPTF Office. The value of a contribution payment, if made in other than US dollars, will be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Gains or losses on currency exchanges will be recorded in the UN MPTF account established by the Administrative Agent.

3.7 Participating organizations

The WPHF administrative agent will transfer resources directly to various Participating Organizations - Participating UN Organizations (PUNOs) and Non-UN Entities (NUNOs) – that will use the funds following their rules and regulations (thereby avoiding any duplication of operating procedures and minimizing transaction costs) and will be programmatically and financially accountable for the funds received.

Responsibilities of the PUNO for CSOs (Formerly referred as Management Entity)

As a UN multi-partner trust fund, WPHF works with multiple UN entities. As such, WPHF funds can be allocated to one PUNO or more in a country when this is recommended by the UN RC in coordination with WPHF.

The Participating UN Organizations (PUNO's) will be able to receive funding by signing the Fund MOU. Participating Organizations may charge up to 7% to cover their indirect costs.

At the country level, the PUNO will strengthen CSO's capacity in implementation of the WPS 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 PUNO at the country level. The PUNO 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 or regional level steering committee.
- Undertake capacity assessments of implementing partner CSOs.
- Act as the Secretariat to the national or regional level steering Committee and prepare analysis to brief Steering Committee members of decision-making items and facilitate the decision-making processes of the members of the Steering Committee. This includes providing recommendations of projects to be considered for funding from the shortlist of projects shared by the Technical Secretariat, recommend adjustments to budgets aligned with the available funding amount, and prepare recommendations for top-ups or reallocations of funds to existing or new partners.
- Prepare and sign Agreements for CSO implemented projects, in accordance with the decisions of the national or regional level steering committee and PUNOs policies.
- Undertake orientation and training for CSOs with regard to the administrative, programmatic and financial procedures applicable to the WPHF.
- Design and implement a capacity strengthening plan for CSOs with a specific attention to outreach to small /grassroots / community based CSOs and implement the approved capacity strengthening project for WPHF CSOs partners, funded by WPHF.
- Ensure timely fund disbursement to CSOs in line with the disbursement schedules in the signed partner agreements.
- 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 as per the partner agreement and document the amounts and reasons for any unused funds at the end of partner agreements.
- Manage no-cost extensions of projects and inform the WPHF Technical Secretariat of requests from CSOs partners for a no-cost extension for review and approval. Provide financial reports to the Administrative Agent.
- Monitor exchange rate gains/losses, take mitigating action in case of anticipated exchange rate losses in coordination with CSO partners as relevant and inform WPHF of any exchange rate gains to be reallocated to partners. Inform WPHF Technical Secretariat of any unused funds or exchange rate gains.²¹
- Request national and regional level approval of any budget allocations or budget changes including top-ups and/or reallocations to existing or new partner agreements.
- Take appropriate measures to prevent illegal practices and/or improper behavior in connection with the implementation of the project/programme and inform WPHF Technical Secretariat and the National or Regional Steering Committee of any instances of illegal practice and/or improper behavior as soon as possible.
- Provide consolidated inputs on achievements of the CSO-funded projects in an Annual Report submitted to the WPHF Technical Secretariat.
- Participate in regular update calls with the WPHF Technical Secretariat and report on financial operational, and programmatic progress across partner agreements.

²¹ Any additional funds should be allocated to CSOs by the National/Regional Steering Committee.

The PUNO 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 PUNO should therefore effectively manage this risk. The PUNO Project Manager shall monitor advances on a systematic basis and missing financial reports must be followed up in a timely manner and reported to the WPHF Technical Secretariat in a timely manner. The cash advance modality requires close monitoring from the country offices in order to verify the correct use of the advanced funds for achieving immediate results and expected outputs. The Country 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 or too low, the Field Office must determine what the problem is and, together with the Partner, implement necessary corrective actions as well as inform the WPHF Technical Secretariat. Any unused funds at the end of the project period must be reported to WPHF Technical Secretariat to determine whether funds should be returned to WPHF or can be used for reallocations at country level. Overall, the responsibility to manage the risk of advancing funds to partners is with PUNO issuing the advance. In addition, partners shall be audited in accordance with the Audit Policies and Procedures of the UN Entity/PUNO.

Investigations of allegations of Sexual Exploitation and/or Sexual Abuse arising in programmatic activities funded by WPHF, will, where appropriate, be carried out by the Investigation Service of the relevant Participating UN Organization in accordance with its rules, regulations, policies and procedures. Where the implementing partner of that funded activity and its responsible parties, sub-recipients and other entities engaged to provide services in relation to programmatic activities are UN Organizations, investigations of such allegations will be carried out by the Investigation Service of the relevant UN Organization in accordance with their rules, regulations, policies and procedures. In cases where the relevant Participating UN Organization is not conducting the investigation itself, the relevant Participating UN Organization will require that the implementing partner of that funded activity and its responsible parties, sub-recipients and other entities engaged to provide services in relation to programmatic activities, investigate allegations of Sexual Exploitation and Sexual Abuse credible enough to warrant an investigation.

The Steering Committee, the Administrative Agent of the Fund and the Donors will be promptly notified of allegations of Sexual Exploitation and/or Sexual Abuse received/under investigation by the Participating UN Organization, as well as of any allegations credible enough to warrant an investigation received from the Participating UN Organization's implementing partners, through the Secretary-General's reporting mechanism on Sexual Exploitation and Sexual Abuse (the "Report"), without prejudice to the status of the Participating UN Organization.

The designated PUNO shall use the indirect costs (up to 7%) to cover costs related to both the PUNO and the country level Secretariat roles. Civil society organizations who have failed the application process could also be targeted with capacity strengthening activities. The specific allocation for capacity strengthening should be submitted to the WPHF Secretariat by the deadline of the Call for Proposals for technical review and endorsement to ensure non duplication with WPHF's Global CSOs' capacity strengthening. WPHF's Technical Secretariat review considers demonstrated PUNO's capacity to implement CSO capacity strengthening initiatives in an effective and timely manner³.

³ As per the decision of the GSC in its annual meeting of 6 April 2020.

Following WPHF's Technical Secretariat endorsement, the capacity strengthening project should be submitted to the National/Regional Steering Committee for final approval. In case there are two or more PUNOs in a country, each PUNO has the right to apply for 5% of each PUNO's respective total allocation noting that the capacity strengthening project should be designed and planned in coordination with the other PUNO(s) to enhance cost-efficiency and leverage previous training projects and existing training resources already developed with WPHF funds.

The WPHF technical Secretariat also has the ability⁴, on a case-by-case basis, to provide costs to the PUNO for monitoring and evaluation of WPHF CSOs partners, based on a series of criteria such as size of portfolio and grants, geographical distribution as well as local capacities. These costs should not be over 3% of the total active allocation (see Annex 13).

Non-UN Organizations (NUNOs)

The NUNOs that are assessed as being low risk following a Harmonized Approach to Cash Transfers (HACT) assessment, will be eligible to access and receive financing directly from the Fund after being cleared and approved by the GSC, following the MPTF NUNOs' policy approval procedures, by signing the relevant legal documents with the Administrative Agent. The NUNOs will carry out programmatic activities and assume responsibilities identical to those of the Participating UN Organizations, as well as any additional obligations imposed by the Fund's Steering Committee in its approval of a Non-UN Organizations (NUNO) project proposal.

Under the NUNO Framework Agreement, a level of due diligence is conducted prior to signing of the agreement by both parties, during the period of the agreement, and following the conclusion of a project period/agreement. This includes ensuring that the INGO partners meet a low risk HACT assessment rating, review of the dependency ratio on WPHF funds, review of institutional audit reports, and financial statements submitted to MPTFO by the INGO partner. In addition to this, NUNOs are required to submit quarterly financial reports and annual reports.

As an additional measure the WPHF Technical Secretariat has initiated four processes for streamlined review of documents submitted to MPTFO related to the management of the Framework Agreement, and for closer financial oversight of its INGOs partners:

1. Standard Operating Procedure on Management of NUNO partners

The WPHF Technical Secretariat has developed a SOP that outlines the entire process of identifying and onboarding NUNO partners, disbursement of funds through various tranches, quarterly and annual narrative and financial reporting both to the WPHF Technical Secretariat and MPTFO, cost and no-cost extension requests, closure of projects and off boarding of partners.

2. Checklist for Cost Extension/No Cost Extension Requests and Release of Tranches of Funding

The WPHF Technical Secretariat has developed a template that seeks to outline clearly the documents required from INGO partners to process cost extension/no cost extension and release of funds requests. Only requests that meet all the requirements outlined in the checklist are forwarded to MPTFO for review and processing.

3. Quarterly Spot Checks for NUNOs

As of Q2 of 2025, the WPHF Technical Secretariat started implementing additional assurance measures through spot checks. The WPHF Technical Secretariat reviews the detailed transaction list,

⁴ Ibid.

verifying quarterly expenditures against approved budgets and work plans of the INGO partners and match it with the reported expenditures submitted to MPTF. The WPHF Technical Secretariat identifies at least 20% of transactions processed in the quarter, and requests submission of supporting documents to verify the nature and process of the transactions.

4. Audits for NUNOs

All NUNOs in 2025 have been required to include a budget for WPHF project specific audits, for closer oversight of utilization of WPHF resources disbursed to NUNOs.

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, WPHF secretariat will develop a results framework for the fund. 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 GSC shall consider the WPHF's results framework as a dynamic instrument that will be revised every three years, or as relevant, 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.

4.1 WPHF Strategy underlined by its Theory of Change

The overall impact of WPHF is to contribute to *more peaceful, safe and equal societies*. This impact is underpinned by the Theory of Change (Figure 3 below). Change at this level will be measured through the WPHF Women, Peace and Security and Humanitarian Action (WPS-HA) Index every two years.

Figure 3: WPHF Theory of Change



Box 2: The WPHF Global Index for Women, Peace and Security & Humanitarian Action: Tracking Peace, Gender Equality, and Civic Spaces for Women's Rights Organizations in Conflict and Crisis Settings

The WPHF WPS-HA index is a composite measure of 15 globally recognized indicators across three key domains of i) peace, security and humanitarian contexts; ii) gender equality; and iii) women's rights organization and civic space, across targeted regions and countries where WPHF supports local women's rights and women-led organizations.

Findings from 2024 demonstrate that across all domains there is still a long way to go toward peaceful and gender equal societies, with an overall value of **0.577**⁵ (where an ideal value of 1.000 is the highest score that can be obtained and considered to be peaceful and gender equal). This represents a small positive increase (+0.013) from 2022, where the value was **0.564**.ⁱ



4.2 WPHF Goal and Programmatic Outcomes 2026–2029

The overall goal of WPHF is that by 2030, the enabling environment for civil society and women led org's leadership, participation and protection in crisis and conflict settings is strengthened, as reflected in increased quality and sustainability of resources for women's organizations, improved institutional sustainability of partners, and greater coherence across UN and donor policies informed by WPHF evidence and coordination.

To contribute to this overall goal, the WPHF will focus its investments across four programmatic outcome areas that advance women's leadership, participation, influence and protection in crisis- and conflict-affected contexts and contribute to progress across the HDP nexus. These outcomes represent the aggregate results to which WPHF-funded partners contribute through support provided across the Fund's funding windows. Across the WPHF outcomes, the emphasis is on women and young women participating, leading in and influencing.

- Outcome 1: Conflict Prevention and Resolution:** *Enhanced prevention and resolution of conflicts by women, young women and civil society in crisis and conflict settings.* Women and local women's organizations actively shape dialogue, early warning mechanisms and mediation, influence peace processes and monitor the implementation of peace agreements, contributing to efforts and decisions that reduce conflict, foster social cohesion, and increase resilience.

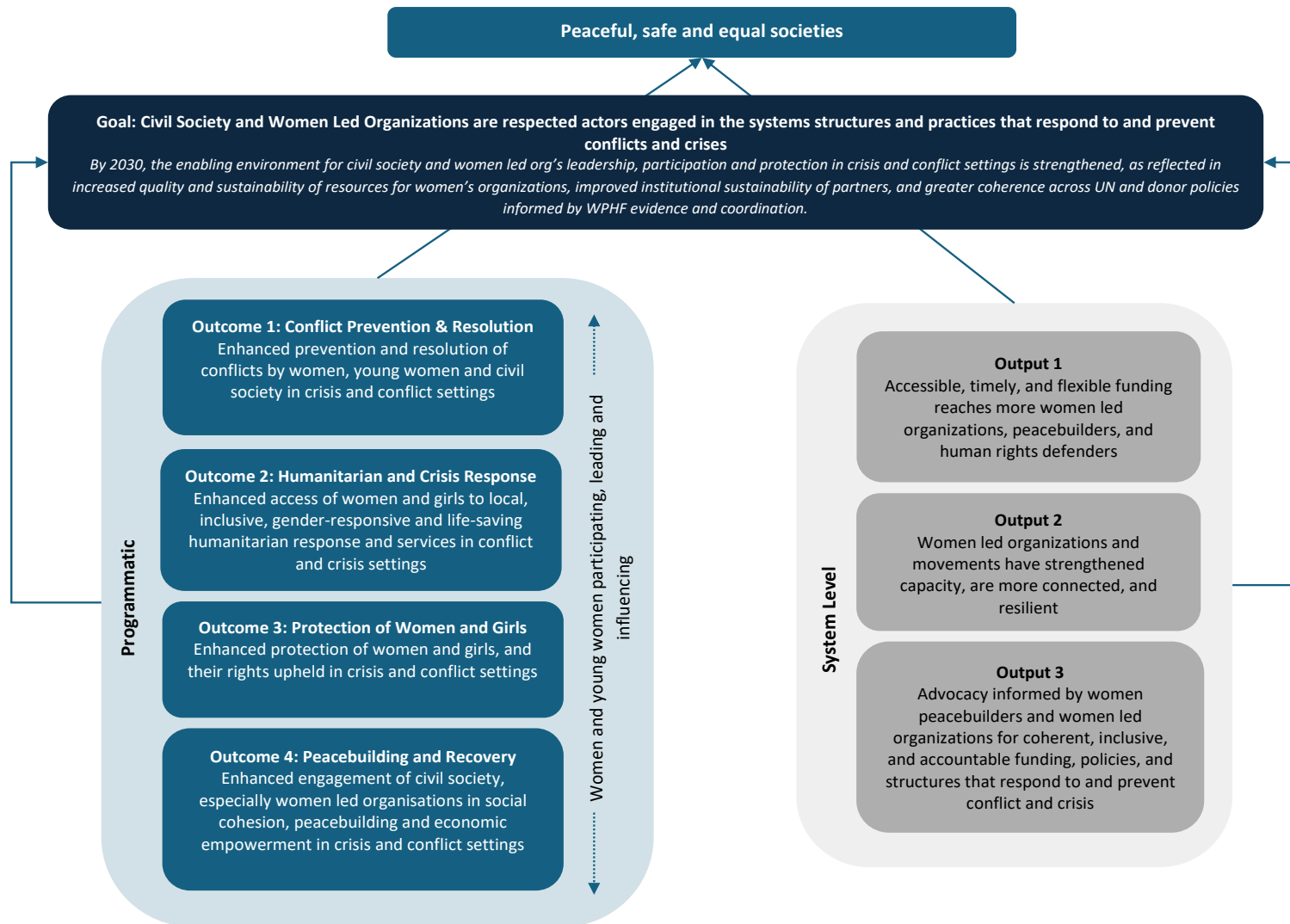
⁵ The previous pilot index value has been re-calculated following the change in indicators and structure and differs slightly since the publication of the WPHF Annual Report (2022). Moving forward the values in this report will be used.

- **Outcome 2: Humanitarian and Crisis Response:** *Enhanced access of women and girls to local, inclusive, gender-responsive, and life-saving humanitarian response and services in conflict and crisis settings.* Women and local women's organizations lead and participate in humanitarian planning, implementation, and monitoring - particularly across Gender Based Violence (GBV), Water, Sanitation and Hygiene (WASH), sexual and reproductive health and rights (SRHR), and food security - to ensure that essential services effectively reach women and girls.
- **Outcome 3: Protection of Women and Girls:** *Enhanced protection of women and girls, and their rights upheld in crisis and conflict settings.* Women and girls' safety, dignity, and human rights are safeguarded through stronger systems of prevention, protection and rehabilitation services, and accountability, supported by local women's organizations and women's human rights defenders.
- **Outcome 4: Peacebuilding and Recovery:** *Enhanced peacebuilding and economic empowerment and inclusion of women and young women in crisis and conflict settings.* Women lead and/or participate in post-conflict and crisis governance, peacebuilding, and recovery processes to ensure that their priorities- across gender equality, human rights and women's economic empowerment -are embedded in reconstruction, transition, and long-term resilience efforts.

The WPHF does not apply fixed allocation targets across outcomes. The balance of investments is guided by context-specific needs, expressed demand from women's organizations and WHRDs, feasibility and risk.

A graphical representation of the results framework underlying the WPHF theory of change can be found in Figure 4.

Figure 4: WPHF Results Framework



4.3 Results Framework and Indicators at the Fund and Project level

The WPHF Technical Secretariat has developed a results matrix, with specific outcome indicators to be measured. The indicators are aligned to each WPHF outcome and are measured and tracked in each country to allow consolidation and aggregation of country performance data. The performance of outcome indicators will be reviewed every year by the GSC. Indicators may be reviewed and adjusted, as needed. In order to allow global consolidation, each approved project will be expected to select and report on at least one outcome indicator (impact level for CSOs) directly linked to the transformative change generated by the project interventions. Project designs will draw on specific WPHF outcome indicators, and grant information is stored in the Fund's Management Information System (MIS).

Please refer to Annex 1 of the WPHF Strategic Plan (2026-2029).

4.3.1 Fund Level Results Framework (System Level)

Based on its strategy and theory of change, the Technical Secretariat will monitor a set of indicators. Baselines 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 depend on the investment decision and level of capitalization. The results framework, indicators and targets will be reviewed periodically.

At the impact level, WPHF Technical Secretariat will track long-term change through the use of a WPS and humanitarian index will be developed based on select global indicators related to peaceful, safe and equal societies. This will be piloted in 2021 and measured every 2 years.

4.3.2 Programmatic Level Performance Indicators

At the programme level, 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. This will facilitate 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.

Partners will develop their own project outcomes and output statements and activities as aligned with their proposed interventions and based on their project documents. Additional indicative impact indicators can be developed by grantees based on their priorities and call for proposal focus and reports to the WPHF annually on whether it is on or off track. These indicators are included in Impact and Indicator tip sheets provided to CSO partners.

See Annex 1 of the Strategic Plan (2026-2029) for a list of the programmatic level indicators.

5. WPHF Country/Regional Allocation and Project Approval Procedures²⁵

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 WPHF can only be provided to countries that have been declared as eligible by the GSC. Each country's allocation will be made in order of prioritization (except in the case of a sudden onset emergency) and aim to be a minimum of

²⁵ All templates can be found in the annexes.

\$1.2 million. In some cases, the GSC may also decide on \$0.5 million allocations pending mobilization of additional resources in order to reach the \$1.2 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

The list of countries eligible for WPHF funding is comprised of 2 different sub-lists:

List of WPHF active countries

The list of WPHF active countries is comprised of eligible countries where WPHF has made an investment under the RFC window. In order to remain in line with the WPHF's envisaged level of capitalization, the list of active countries should comprise no more than 26 countries/group of countries.

WPHF Reserve List of Countries

Eligible countries where no investment has been made yet will be placed on a reserve list. The reserve list will be reviewed/updated every year²⁶.

Both lists constitute the WPHF list of eligible countries. Technical Secretariat shall share a country decision making index, based on a set of core WPS-HA indicators, approved by the Steering Committee, to inform the addition of new eligible countries or removal of countries. This includes the following criteria:

- Countries must be on the World Bank's Fragile and Conflict-Affected Situations and/or OECD list of fragile states and facing a specific peace and security/humanitarian situation
- The nexus between 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).

The GSC will also consider requests made by the UN Resident Coordinator in the country and/or Governments to be added to the list of eligible countries.

The GSC members can add countries to the list of eligible countries on a no-objection basis.

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

Definitions:

Active country	A country eligible under the WPHF Regular Funding Cycle which currently has CSO has received investments already and/or has an upcoming Call for Proposal in the pipeline (funding is secured)
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²⁶ As of October 2025, the reserve list countries are Guatemala, Honduras, El Salvador, Nicaragua, Venezuela, Somalia, Burkina Faso and Sri Lanka

Reserve Country	A country which was approved by the WPHF GSC, to receive WPHF funding under the Regular Funding Cycle, which has not yet received funding
Eligible Country	A country which was approved by the WPHF GSC, to receive WPHF funding under the Regular Funding Cycle (active + reserve), but has not yet received investments.
Proposed Country	Country which is presented to the WPHF GSC for consideration, following the receipt of request by the WPHF Secretariat, submitted by a UN Resident Coordinator/Humanitarian Coordinator, UN agency, Civil society, donor.
Multi-country response	A multi-country response aims to fund several countries through a centralized investment that responds to the needs of each country, under the governance of one steering committee and through a shared multi-country Call for Proposal. For example: the Pacific.
Regional Response	A Regional response aims to address the needs of women and girls from a specific country, both inside the country (ex: Afghanistan, Ukraine) as well as displaced/refugee women and girls in neighboring countries (ex: Pakistan, Tajikistan, Moldova), under the governance of one steering committee and through a shared Call for Proposal and investment.

5.2 Prioritization of countries

The WPHF 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 (CAP) according to the template (Annex 1). The RC/HC and country level WPHF secretariat²⁷ shall consult with relevant stakeholders to compile the country allocation proposal, in particular the government and women's civil society organizations. The CAP shall identify the priorities and needs in country, risks and mitigation measures, alignment with other country or regional frameworks, synergies with other funds or programmes and potential co-financing opportunities. The country proposal must be signed by the UN RC/HC and shared with the WPHF Technical Secretariat.

HC and WPHF National Steering Committee Secretariat shall consult with relevant stakeholders, particularly to identify synergies and potential co-financing opportunities. The country proposal must be signed by the UN RC/HC. The WPHF Technical Secretariat shall submit the proposals electronically to the WPHF GSC at least ten working days ahead of its meeting with proposed rankings based on scoring by agreed criteria. The WPHF GSC shall prioritize countries by evaluating the proposal against the following set of prioritizations and scoring criteria.

The CAP is valid for three years, after which it needs to be revisited. In case of major shift in the situation on the ground the CAP can also be updated earlier. In case a country is removed from the WPHF eligibility list by the GSC a sustainability/exit strategy has to be developed.

In case of a sudden and/or unexpected onset of crisis or conflict in a non-eligible country, the WPHF GSC can under exceptional circumstances consider and approve allocation of funding on the basis of an emergency request from the RC/HC.

²⁷ In case the country level secretariat is not yet in place, the RC/HC can dedicate the completion of the 4-pager to the RCO or best suited PUNO(s).

Country	PBF presence (Y/N)	WPHF Outcome covered	Overall added value with regard to the WPHF's objectives. (/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	

²⁸ 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

5.3 Issuing a Call for Proposals

The identification of civil society organizations shall be done through WPHF Call for Proposals (CfPs). CfPs will be launched depending on available funding. Under the RFC, CfPs are generally launched in the first two quarters, while for RRW and WHRD Windows, proposals are accepted on a rolling and ongoing basis.

The Call for proposals templates and eligibility criteria can be found in the Annexes. It 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 WPHF Technical Secretariat and the National Secretariat.

Under the Regular Funding Cycle, the UN RC with PUNO country office will provide inputs on the regions/scope and impact areas (where relevant) of the CFP. Under the regular funding cycle, three streams of funding are available for CSOs:

- **Stream 1: Institutional Funding for Registered CSOs (USD \$2,500 - \$50,000)** which aims to reinforce the institutional capacity of registered women's rights/led organizations working on gender specific issues in peace and security and humanitarian contexts
- **Stream 2: Programmatic Funding for Registered CSOs (USD \$30,000 - \$200,000)** which will finance projects by registered CSOs for programmatic activities aligned with the WPHF impact area in the CFP.
- **Stream 3: Small Grants for Non-Registered Organizations (USD \$12,000 maximum)** which will finance grassroots and women-led initiatives by of non-registered organizations led by displaced and stateless women in targeted countries.

Eligibility criteria are defined in the Call for Proposal as per WPHF's mandate. Additional criteria cannot be added by UN RC/HC and PUNO's, unless a specific region in the country or a justified need for INGOs. Organisations can apply and receive funding from Stream 1 and 2 at the same time.

In exceptional cases, WPHF will be able to hold targeted calls for CSOs, including under its emergency track, and that have already benefited from WPHF support for 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, unless the funding available is less than 1 million USD and there is no recent reserve list of projects pending funding.

As part of the Regular Funding Cycle (RFC), CSOs may also be offered the opportunity to apply for peer learning grants as part of WPHF global windows such as the Global Learning Hub (L-HUB) aimed at fostering capacity development and mutual support between CSOs across WPHF windows. In these cases, application and selection processes will be managed by the L-Hub, in coordination with the respective PUNO's and grants will be transferred using the RFC transfer processes. Alternatively, grants can be transferred directly through the global window. The transfer process will depend on efficiency considerations in each context.

5.4 Developing a WPHF project document

The WPHF project documents must conform to the standard template so that participating organizations or CSO applicants are able to implement harmonized, results-based programmes. For the Regular funding cycle, the templates of the institutional (Stream 1) and programmatic project documents (Stream 2 and 3) can be found in Annexes 2-4.

5.5 Submission and technical examination

The WPHF Technical Secretariat will be responsible for the receipt of all proposed project documents for each call for proposals through its applications inbox or otherwise indicated in the CfP document. Applicants will receive an automatic acknowledgement of receipt. The WPHF Technical Secretariat shall then proceed to produce a longlist of project documents received for evaluation based on the following criteria:

- Lead applicant is legally registered in the country²⁹
- Compliant with the call for proposal
- Correct usage of the template
- Inclusion of all mandatory information.

If the project document meets these criteria, the WPHF Technical Secretariat will evaluate the proposals with the purposes of producing a shortlist based on an evaluation template according to the following criteria:

Project design and objectives:

- Alignment with the WPHF's theory of change, particularly with respect to specific WPHF outcome areas (Stream 2 and Stream 3) and organization's mandate is aligned with WPHF's theory of change and specific call for proposals (Stream 1).
- Organization demonstrates it has undertaken advocacy, protection or assistance services at grass-root level for forcibly displaced and stateless people (Stream 3).
- Clear rationale for WPHF support and how the crisis is impacting the organization (stream 1).
- Clear articulation of project objectives, results and outputs, taking into account gender responsive approaches and responses (stream 2).
- Clear and realistic outputs and activities planned to accomplish the expected results, and achievable within the time frame.
- Ensures meaningful participation of groups facing multiple and intersecting forms of discrimination which are in clear alignment with Agenda 2030 of leaving no one behind.
- Identification of comprehensive risks and appropriate mitigation measures (Stream 2).

Collaboration and national ownership (Stream 2):

- Promotion of national and local ownership and collaboration in developing and establishing activities, and specific objectives to build the capacities of national and local players.

Programme management and monitoring (Stream 2):

- Identification of comprehensive risks and appropriate mitigation measures (also stream 3).
- Identification of relevant and appropriate monitoring and evaluation approaches, including do no harm, and including management structure of the project.

Budget (Stream 1 and 2):

- The budget is sufficient and reasonable for the activities proposed and takes the scale of problems into account.
- The budget includes indirect costs at the allowed level (no more than 7%).

The WPHF Technical Secretariat will evaluate proposals within 10 days of the closure of the call for proposals for all regular tracks, where proposals are 100 or less. In cases where more than 100

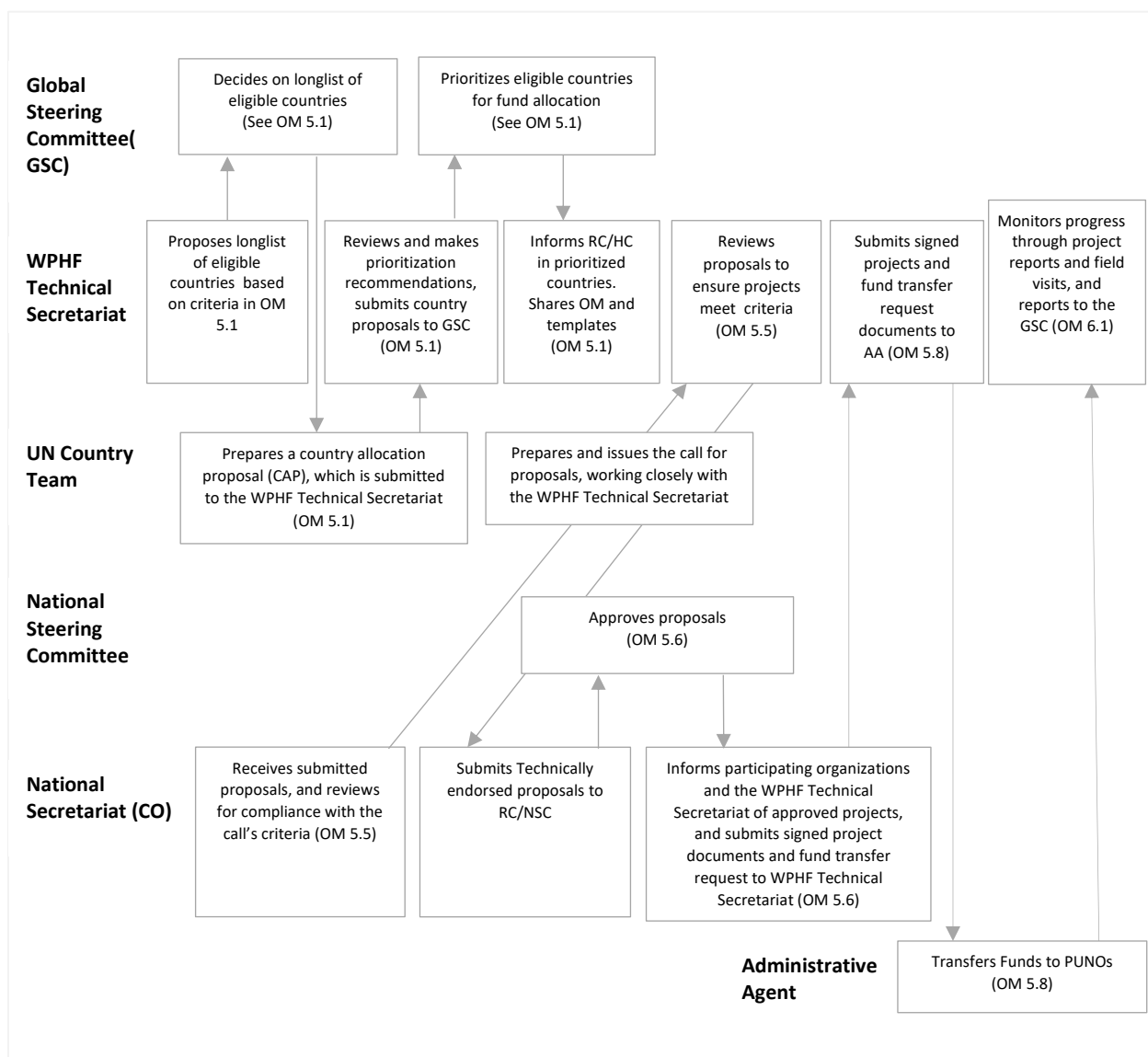
²⁹ Some exceptions might be granted by the WPHF Technical Secretariat and the MEPUNO(s) in case CSOs cannot hand in valid legal registrations due to the conflict or political situation on the ground.

proposals are received, more time may be needed. For targeted proposals under the emergency track, proposals will be evaluated within three days.

The WPHF Technical Secretariat shall submit shortlisted proposals to the National Secretariat and RC/HC confirming that they are technically sound; or recommending that the proposal is not approved because it does not meet minimum technical standards.

The model evaluation form for the WPHF Technical Secretariat reviews of WPHF proposals is found in Annex 22.

FIGURE 5: PROJECT APPROBATION CYCLE OF THE REGULAR FUNDING CYCLE



5.6 Decisions of the national level steering mechanism

The UN office at country level acting as National Secretariat shall together with the RC/HC call for a national or regional steering committee meeting within 3 weeks of the receipt of the shortlisted proposals. In case there are more than one PUNO, the RC/HC together with the WPHF Technical Secretariat designate one PUNO acting as National Secretariat. The National Secretariat submits the technically endorsed proposals to the members of the national or regional level steering

committee at least ten working days before the meeting. The National Secretariat shall send members an annotated list of proposals submitted, and a dossier containing the results of the full technical examination by the WPHF Technical Secretariat and the full project proposals submitted. The National Secretariat may provide further recommendations to the national steering committee via email 10 days ahead of the meeting.

The national/regional steering committee is then required to make one of the following decisions:

- To approve the proposal for funding with exact budget per application or to approve the proposal for funding, with reservations and/or recommendations for budget modifications.
- To return the proposal, recommending a more detailed examination, particularly if there is no consensus.
- To select a reserve list of projects that are relevant in case additional funding is made available.
- 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 Steering Committee can approve up to 5% of the available budget to be allocated to capacity strengthening of CSOs. This is based on a technical review and endorsement by the Secretariat to ensure non duplication with WPHF's Global CSOs' capacity strengthening efforts and demonstrated PUNO's capacity to implement CSO capacity strengthening initiatives in an effective and timely manner (Annex 20).

The 5% is applicable for any Call for Proposals under the Regular Funding Cycle (this includes Open Call for Proposals under the Regular or Emergency Track as well as Targeted Call for Proposals under the Regular Track or Emergency Track).

Immediately following the meetings of the National Steering Committee, the National Secretariat must communicate the decisions and:

- Inform the WPHF Technical Secretariat of the decision, suggestions and recommendations of the National/Regional Steering Committee including suggested adjustments of budgets, revisions of project proposals etc;
- Inform participating organizations of the decisions of the national level steering committee and indicate the next stages in the actual implementation of the project and launch of its activities;
- Facilitates a project revision process with the selected CSOs that takes the comments from the WPHF Technical Secretariat and recommendations from the National/Regional Steering Committee into considerations.
- Once all revisions have been integrated, send the signed project documents approved by the National/Regional Steering Committee to the WPHF 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.

5.7 Global level projects

In order to fulfil its mandate in terms of capacity strengthening, communication and knowledge management, the GSC 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 GSC and managed by the Technical Secretariat.

A Global Learning Hub (L-HUB) was established in 2021 to foster connections and knowledge sharing amongst CSOs partners and strengthen their capacity. The L-HUB also provides small grants up to 20,000 USD, via targeted Calls for Proposals for WPHF CSO partners to strengthen their institutional capacities, programmatic effectiveness, networking and collaboration through peer learning and joint action initiatives of two or more CSOs working in partnership. These also contribute to advocacy and women's movement building across borders. Considering the cross-country, regional and global scope of these grants, as well as their learning nature and small amount, the final grant allocation is reviewed and approved by the Deputy Head of WPHF Secretariat after consultation with the PUNO country office. The PUNO will inform the National/Regional Steering Committee by email.

5.8 Funding Windows

The GSC 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 GSC 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 March 2023, the GSC has approved a COVID-19 Emergency Response Window (ERW) (opened in 2020 and closed in December 2022), as well as a Rapid Response Window (RRW) on women's participation in peace processes and the implementation of peace agreements in 2020, and a funding window for Women Human Rights Defenders (WHRDs) in 2021 (see respective Concept Notes in Annex 17 and 18).

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. The RRW provides support through 2 streams:

- **Direct Support:** For logistical and/or technical services (up to 30, 000 USD) to ensure women's meaningful influence in a peace process/peace agreement implementation. A full proposal is submitted by a woman peacebuilder, informal group of women peacebuilders or local/national CSO, or a consortium of CSOs. A legal registration is not required for the Direct Support Stream. A Direct Support proposal may be submitted by a UN entity or a RRW INGO partner on behalf of women peacebuilders, informal groups, or CSOs.
- **Short-Term Grants:** For projects (up to 100, 000 USD) that address diverse barriers and urgent gaps to women's meaningful influence in peace process or the implementation of a peace agreement. An initial concept note is submitted by a CSO or a consortium of CSOs with one CSO with a legal registration as lead. If the compliance criteria and the project design are aligned with the RRW objectives, CSOs will be invited to submit a full-length proposal. Application on behalf of CSOs is not permitted for Short Term Grants.
- **Both Direct Support and Short-Term Grants:** a full proposal for Direct Support and an initial concept note for Short Term grants are submitted by a CSO or a consortium of CSOs (with one CSO with a legal registration as lead) with separate application form for each. If the compliance criteria and the project design are aligned with the RRW objectives, CSOs will be invited to submit a full-length proposal for the Short-Term Grant application. The two proposals will be evaluated separately.

The RRW Unit, hosted by the WPHF Secretariat, evaluates the proposal against a set of evaluation criteria and submits relevant proposals to the Technical Committee. The Technical Committee then decides whether to approve, reject, or request revisions before approval.

- **If a proposal request is over 30,000 USD** (either in direct support or as a short-term grant), it is shared with the Technical Committee for approval⁶. The RRW Unit will assess the urgency of the request and will submit the proposal for review through the fast track (2 days review), or the normal track (4 days review). For amounts above 70,000 USD, the Technical Committee will have 5 days to review.
- **For amounts below 30,000 USD**, the Deputy Head of WPHF Technical Secretariat makes the final decision to approve or decline the request based on the recommendation of the RRW Programme manager.
- A request for cost extension for a maximum 3-months may come from an individual, informal group of women peacebuilders or local/national CSO, or a consortium of CSOs before the end of the implementation of their Short Term-Grants or Direct Support project. For Direct Support projects, cost extensions are capped at 15,000 USD. For Short-Term Grants, extensions are capped at 50,000 USD. Requests under 30,000 USD require approval from the Deputy Head of WPHF Technical Secretariat, while those exceeding 30,000 USD require approval from the Head of WPHF Technical Secretariat.
- A request for no-cost extension for a maximum 3- months may come from an individual, informal group of women peacebuilders or local/national CSO, or a consortium of CSOs before the end of the implementation of their Short Term-Grants or Direct Support project. The RRW programme manager will evaluate the opportunity and will directly approve or decline the request.
- In case of exceptional circumstances, such as putting a CSO partner or a consortium of CSOs at risk and not allowing activities to be conducted, funds from the existing short-term grant can be shifted into an institutional support for the CSO partners (up to 30, 000 USD for each member of the consortium) during these exceptional circumstances for a maximum of 6 months following the recommendation of the Head of WPHF Secretariat and approval by the WPHF GSC. The RRW Programme manager will evaluate the feasibility of resuming the project once the risks become mitigable. An updated project plan will then be submitted by the CSOs or the consortium for approval by the WPHF Secretariat.

The WPHF-RRW provides the support through NUNOs (Non-UN Entities), PUNOs (UN entities) or directly in some cases.

The NUNOs Partners are recruited through a Global Call for Proposals managed by the Secretariat. Selection of partners falls under the responsibility of the WPHF GSC. The WPHF-RRW may allocate resources to PUNOs supporting multiple RRW initiatives in sensitive contexts, subject to approval by the GSC.

In exceptional cases where INGOs, UN entities, or regional organizations are unable to make grants due to political sensitivities, operational constraints, or other considerations, the WPHF Technical Secretariat may decide to directly award the grants. This decision will be taken following prior notification to the Technical Committee and will be contingent on a valid due diligence and risk capacity assessment of the CSO partner.

Requests for no-cost extensions for NUNOs and PUNOs partners are approved by the Deputy Head of the WPHF Secretariat, following justification from the NUNO/PUNO partner on the rationale to

⁶ Further details on the Technical Committee composition can be found in Annex 16

extend the project beyond the approved timeline, and submission of an updated project document. Requests for cost extensions are approved by the GSC, following the submission of an updated project document and updated detailed budget.

WPHF funding window for Women Human Rights Defenders:

The Funding Window for Women Human Rights Defenders (WHRDs) addresses funding gaps for the protection and safe participation of WHRDs from or working in conflict and crisis-affected contexts. The WHRD Window offers two forms of support to WHRDs:

- **Safety Net:** Individual WHRDs who face – or have faced – risks as a result of their activism around human rights or peace request an emergency protection grant up to 10,000 USD. Financial assistance is provided through NGO partners and is intended to support short-term livelihoods assistance, relocation costs, security equipment, legal assistance, and physical and mental health care.
- **Advocacy Support:** WHRD requests logistical assistance to facilitate their participation, either individually or as a delegation, in a meeting, event, or decision-making process, at the national, regional, or international level, which contributes to advancing human rights and peace. The support is managed directly by the WHRD Unit, covering transportation, visa fees, accommodation, translation, daily subsistence allowance, and accessibility requirements for WHRDs living with disabilities.

The NGO Partners are recruited through calls for proposals managed by the WHRD Unit. Further to a shortlisting of applications and additional feedback from UN Women and OHCHR, the WPHF Steering Committee is responsible for the final selection of NGO partners.

Requests for no-cost extensions for NUNO partners are approved by the Deputy Head of the WPHF Secretariat, following justification from the NGO partner on the rationale to extend the project beyond the approved timeline, and submission of an updated project document. Requests for cost extensions of NUNOs are approved by the GSC, following the submission of an updated project document and updated detailed budget.

The decision-making process is as follows:

- A request for support (proposal) from an individual WHRD or a delegation may come under either of the two WHRDs Window streams.
- The WHRDs Unit, hosted by the WPHF Secretariat, evaluates the proposal.
- Shortlisted Advocacy Support requests are shared with the WHRD Window Advocacy Committee for feedback and recommendations. The Deputy Head of the WPHF Secretariat takes the final decision on recommended proposals.
- Shortlisted Safety Net requests are shared with one of the WHRD Window NGO partners, based on geographical focus and expertise of these partners. NGO partners reserve the right to ask additional questions, apply their criteria and make the final decision.

Detailed modalities for both windows can be found in respective concept notes (Annex 17 and Annex 18).

5.9 Transfer and receipt of funds

Following approval by the national level steering mechanism or GSC, signature of the project documents by the duly authorized parties, the Technical Secretariat on behalf of the national level steering mechanism or GSC 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 formats set by the Fund and annexed to this Manual:

- Annual progress reports, to be provided within a maximum of three months after the end of the calendar year (a draft by 28 February to the WPHF Technical Secretariat, for final upload to MPTFO by 31 March). A final narrative report at the end of the project's activities, to be provided within the same time frame above. PUNO's will be guided each year on reporting requirements.

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

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 as per the approved Project Document;
- An intermediate financial report.

The annual reporting template for RFC countries can be found in Annex 10.

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.

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.⁷ This consolidated 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.

The consolidated annual narrative report shall be submitted by the Technical Secretariat jointly with the consolidated annual financial report for approval by the GSC between 7 and 12 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

For each WPHF project approved for financing from the Fund (including global and Technical Secretariat projects), participating organizations must provide the Administrative Agent with the following reports, using the reporting portal (UNEX) and in accordance with the harmonized format used by UNSDG:

- Annual financial reports as of 31 December within a maximum of four months after the end of the calendar year (30 April).
- Certified final financial statements and final financial reports after the completion of the activities in the approved programmatic document, including the final year of the activities in the approved programmatic document, to be provided no later than five (5) 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.

The Administrative Agent will prepare a consolidated report based on the above reports. This consolidated financial report will 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;
- 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.

⁷ Final in the case of closure of the Fund.

In accordance with the schedule established in the memorandum of understanding and the standard administrative arrangement, the Administrative Agent shall submit to the Contributors, and the Steering Committee:

- An annual consolidated narrative and financial report on 31 May each year
- A final consolidated narrative report to be provided no later than six months (30 June) after the end of the calendar year in which the operational closure of the Fund occurs
- A final consolidated financial report, based on certified final financial statements and final financial reports received from Participating Organizations to 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 Administrative Agent will provide the Contributors, the Steering Committee and the Participating UN Organizations with the following reports on its activities as Administrative Agent:

- (i) Certified annual financial statement ("Source and Use of Funds" as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year; and
- (ii) Certified final financial statement ("Source and Use of Funds") to 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.

6.3 Monitoring and evaluation

At the project level, PUNOs and/or NUNOs are fully responsible for monitoring project activities in line with the project results framework in the approved Project Documents, and/or of detailed work plan developed by CSO partners. This monitoring should include field visits, spot checks, and regular reporting.

At the Fund level, the WPHF Technical Secretariat is responsible for monitoring progress on behalf of the GSC, through quarterly update calls and/or field visits.

At the project levels, PUNOs and/or NUNOs are fully responsible for project evaluations in line with their rules and procedures. All project evaluations must be shared with the WPHF 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 starting in 2023, and again when the GSC deems necessary.

7. Revisions, Extensions, and Closures

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 GSC and national level steering mechanisms committee or UN RC/HC in the case of emergencies as described below. 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 GSC or national level steering mechanisms or UN RC/HC in case of emergencies.
- 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 the PUNO, NUNO or the beneficiaries;
- If additional time is needed for implementation, an extension of the WPHF project by the GSC or national level steering mechanism is required only if above six months. The Technical Secretariat informs the Administrative Agent of the extension.

The Participating organisations will inform the WPHF Technical Secretariat of requests from CSOs partners for a no-cost extension for review and approval. If above 6 months, the request should be submitted to the National/Regional Steering Committee, after review by the WPHF Technical Secretariat. The administrative agent should be informed by the WPHF Technical Secretariat of a project no-cost extension.

7.2 Project Closure

Operational closure refers to the project operational end date as stipulated in the project document approved by the GSC/national or regional level Steering Committee. By that date, the project must have completed all programmatic activities, including submission of the final narrative project report.

PUNOs and/or NUNOs 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 GSC 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 Organization, whichever is earlier.

After validation, the Administrative Agent shall then financially close the programme in its system and report back accordingly to the GSC, 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 GSC 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 GSC members to take into consideration programmatic and financial viability issues will guide the drafting of a fund extension proposal by the Technical Secretariat.

GSC 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 GSC 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 GSC and the MPTF Office to work jointly on the final steps in the fund's lifecycle. Considering that in this phase the GSC 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 unearmarked, and clearly documented. For unearmarked 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 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 Technical Secretariat will actively manage risk through UN standard risk management practices. The governance structure of the WPHF Technical Secretariat offers an opportunity to develop a common understanding of the risk context and mitigation measures.

In line with the UNDG risk management framework,⁸ in order to leverage its risk management potential, the WPHF Technical Secretariat 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.

FIGURE 6: RISK RANKING MATRIX

Likelihood	Consequences				
	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)

FIGURE 7: LEVEL OF RISK AND RESPONSE

Level of Risk	Response
---------------	----------

⁸ UNDG (draft March 2015).

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.

The WPHF Technical Secretariat will report to the GSC on issues related to risk and update the risk ranking matrix (Annex 14) and risk monitoring table (Annex 15) annually as needed.

ⁱ Women's Peace and Humanitarian Fund (WPHF), *2021 WPHF Pilot Index on Women, Peace and Security and Humanitarian Action* (March 2023), available from https://wphfund.org/wp-content/uploads/2023/05/WPHF-Pilot-Index-Summary-Brief-2022_Ext_FINAL.pdf (accessed 20 November 2025).

The Women's Peace and Humanitarian Fund (WPHF)

Operations Manual - Annexes

June 2026

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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). ¹	
WPHF Outcomes the Country allocation is contributing to. ²	
Amount of any existing PBF commitments or country pooled funds in the country. ³ and estimated proportion of existing commitments targeting women/gender equality	
Total value of the Country Allocation... ⁴	
Starting date and duration of the programme. ⁵	
WPHF's Technical Secretariat or RCO Focal Point contact at the Country level: ⁶	Name: Agency: Title: Email:
Resident Coordinator / Humanitarian Coordinator Name: Title: Email: Signature:	

A. Background Context

- 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

¹ In addition to the regular country allocations, the WPHF makes provision for emergency/unforeseen peace and security or humanitarian situations (emergency track).

² WPHF has 4 Outcomes in its WPHF's theory of change. WPHF recommends to select 2. Selection of each Outcome areas needs to be justified in the proposal.

³ 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.

⁴ WPHF country allocations will generally be of a minimum of \$ 2 million

⁵ Country allocation duration not to exceed 3 years.

⁶ The selected PUNO P for CSOs will serve as the WPHF focal point, in case there are more than one PUNO, the RCO WPHF Focal Point should be mentioned.

B. Contribution to the WPHF's results framework

- What is the envisaged impact of the WPHF's investment in the country?

C. 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?⁷
- 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?⁸

F. Complementarity

- Please note how the programme interventions enhance the UN Humanitarian Plan or UNSCDF in country.
- Give an outline of ongoing or past PBF interventions, country pooled fund interventions by other relevant funds related to women, peace and security.⁹
- Highlight potential areas for complementarity between the PBF, country pooled funds, other relevant pooled funds (e.g. SDG Fund) 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.

⁷ 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. Kindly refer to the WPHF NSC ToRs for the composition of WPHF NSCs.

⁸ 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.

⁹ Please ignore this section if the PBF has a limited (below \$ 2 million) or no presence in the country.

Annex 2: Proposal Template Stream 1 (Institutional Funding)

STREAM 1: INSTITUTIONAL FUNDING

PROJECT DOCUMENT TEMPLATE (Maximum Length: 5-7 pages)

**WPHF encourages all CSOs to write and speak in their 'own voice', rather than using artificial intelligence for the development of proposal. WPHF does not evaluate proposals based on the quality of the writing, only the content of the ideas and design, and alignment to the call for proposals.*

Call for Proposal	[applicants leave box empty]	PUNO	[applicants leave box empty]
Country			
Lead Organization Name			
Contact Information	City/Location (registered headquarters):		
	Contact Name:	Alternative Contact:	
	Title:	Title of Alternative:	
	Email:	Alternative Email:	
	Telephone:		
Website (if applicable)			
Type of Organization	Select ONE (1) that is most applicable to your organization		
☐ Women's Rights	☐ Youth Rights	☐ Indigenous Rights	☐ Disability Rights
☐ Humanitarian	☐ Environmental	☐ Other (Specify):	
Leadership of Organization Select ONE (1)			
☐ Women Led	☐ Young Women Led (18-29 years)	☐ Men/Young Men Led	☐ Other
Is your organization led by a displaced person? (refugee, IDP, returnee or asylum seeker) <i>*Please note that this is not an evaluation criterion and will not impact on your eligibility.</i>			☐ Yes ☐ No
Has your organization ever received funding from any UN agency in the past, including WPHF? <i>*Please note that this is not an evaluation criterion and will not impact on your eligibility.</i>			☐ Yes ☐ No

Requested Budget from WPHF (USD)		
Project Duration (in months)		
Proposed Start and End Date (mm/dd/yyyy)	Start Date:	End Date:

PUNO(s) [applicants leave box empty]	Lead CSO Applicant
Name of PUNO	Name of CSO:
Name of PUNO Representative	Name of CSO Representative:
Title	Title:
Signature	Signature:
Date	Date :

1. Summary of Proposal			
Project Title			
Mission and Vision of Organization			
Targeted Beneficiaries <i>Direct beneficiaries for institutional funding refers to the organization's staff, volunteers and/or board members. <u>Select the composition of your organization and add the estimated number of people reached.</u> Please note that targets can be adjusted at a later time, if selected. Do not include people your organization serves/targets (these are indirect beneficiaries for institutional funding).</i>			
☐ Women Staff No:	☐ Young Women (18-29) No:	☐ Women/Young Women Volunteers. No:	☐ Women/Young Women Board Members:
☐ Men Staff: No:	☐ Young Men Staff (18-29): No:	☐ Men/Young Men Volunteers:	☐ Men/Young Men Board Members:
Summary of Proposal (Maximum 2 short paragraphs)			

2. Organization Background, Mandate and Experience <i>Provide a brief description about your organization. Include the following:</i> a) when was the organization established b) at what level do you work (local, sub-nationally or at a national level) and indicate the locations c) what is the programmatic focus of your organization and how it is linked to the call for proposals outcome d) who does your organization target in terms of population. Include details such as whether you target women, youth, women with disabilities, refugees/IDPs, or other intersectionalities e) List the organization's current projects being implemented and focus, or those in the past two years

3. Rationale for WPHF Support (1-2 paragraphs) Describe how the conflict or crisis (whether ongoing or a sudden outbreak) in your context has directly impacted your institutional capacities to respond to the crisis, and/or financial continuity. Please be specific

4. Expected Result, Outputs and Activities

a) Each institutional project reports against five (5) required indicators. Please enter the target for each. You may also choose to select two additional ones if they are relevant for your project.

b) Please list your outputs and key activities that will contribute to strengthening your organization's institutional capacity. It is important to be specific. No programmatic activities should be included.

c) Please see the [Institutional Indicator and Impact Tip Sheet](#) for more information

Required Indicators

1. Average number of months organization can be sustained as a result of institutional funding	Target:
2. Number/Percentage of staff retained as a result of institutional funding (by sex, age group)	Target:
3. Development/update of risk management, contingency plans or strategies to operate in crisis and conflict settings	Target:
4. Number/Types of organizational tools or systems adopted by organization for continuity of operations	Target:
Outcomes (Other)	
5. Number of staff/volunteers directly benefiting from the response (by sex, age group)	Target:
6. Number of new proposals submitted to other donors for new funding (and amount) as a result of resource mobilization efforts	Target:
Additional indicator (if relevant to your project):	Target:

Outputs (An output is a group of activities. For example: IT system and software updated for organization, or Training on disaster management provided for staff and board members) You will report against each of the outputs.	Activities (For each output, list your activities in bullet form, as well as your target. Please be specific. For example: Procure new financial management software, or train 10 staff members on disaster management planning and response). You will report against each of these activities.	Time Frame Enter month and year the activities for the output will take place
Output 1:		
Output 2:		
Output 3:		
Add rows as needed		

*Selected CSOs may be asked for a more detailed results framework or monitoring and evaluation plan, at a later stage.

5. Risks and Mitigation Measures

Using the table below, list the risks that would impact your organization in building its institutional capacity. Ensure to include risks that your organization may face in the current context. For each risk, highlight what measures you will take to reduce the impact. **Risks related to the protection of staff and beneficiaries should be considered.** Add rows, as required.

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

Annex A - Budget per Category

At the proposal stage, a **detailed budget is not required**. Selected CSOs may be asked for more detailed budgeting.

UNDG Categories	Amount (USD \$)
1. Staff and other personnel costs	\$0.00
2. Supplies, Commodities and Materials	\$0.00
3. Equipment, Vehicles and Furniture, including Depreciation	\$0.00
4. Contractual Services	\$0.00
5. Travel	\$0.00
6. Transfers and Grants to Counterparts	Not Applicable
7. General Operating Expenses and Other Direct Costs (key activities and outputs)	\$0.00
Sub-total (please add lines 1-7)	\$0.00
8. Indirect Support Costs*	\$0.00
<i>*Indirect support costs cannot exceed 7.0% of the sub-total (categories 1-7)</i>	
TOTAL (please add subtotal + indirect support costs)	\$0.00

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: Proposal Template Stream 2 (Programmatic Funding)

PROGRAMMATIC FUNDING (HUMANITARIAN & CRISIS RESPONSE)

PROJECT DOCUMENT TEMPLATE (Maximum Length: 7-10 pages)

**WPHF encourages all CSOs to write and speak in their 'own voice', rather than using artificial intelligence for the development of proposal. WPHF does not evaluate proposals based on the quality of the writing, only the content of the ideas and design, and alignment to the call for proposals.*

Call for Proposal	[applicants leave box empty]	PUNO	[applicants leave box empty]
Country			
Lead Organization Name			
Contact Information	City/Location (registered headquarters):		
	Contact Name:	Alternative Contact:	
	Title:	Title of Alternative:	
	Email:	Alternative Email:	
	Telephone:		
Website (if applicable)			
Type of Organization	Select ONE (1) that is most applicable to your organization		
☐ Women's Rights	☐ Youth Rights	☐ Indigenous Rights	☐ Disability Rights
☐ Humanitarian	☐ Environmental	☐ Other (Specify):	
Leadership of Organization Select ONE (1)			
☐ Women Led	☐ Young Women Led (18-29 years)	☐ Men/Young Men Led	☐ Other
Is your organization led by a displaced person? (refugee, IDP, returnee or asylum seeker) <i>*Please note that this is not an evaluation criteria and will not impact on your eligibility.</i>			☐ Yes ☐ No
Has your organization ever received funding from any UN agency in the past, including WPHF? <i>*Please note that this is not an evaluation criteria and will not impact on your eligibility.</i>			☐ Yes ☐ No
Co-Implementing Partners <i>Co-implementing partners are those that have specific roles and responsibilities in the implementation of the project and will receive funds as per Line 6 in the Budget (Annex B)</i>			
Name		Email	

**Add rows for co-implementing partners, as needed*

Requested Budget from WPHF (USD)		
Project Duration (in months)		
Proposed Start and End Date (mm/dd/yyyy)	Start Date:	End Date:

PUNO(s) [applicants leave box empty]	Lead CSO Applicant
Name of PUNO	Name of CSO:
Name of PUNO Representative	Name of CSO Representative:
Title	Title:
Signature	Signature:
Date	Date :



1. Summary of Proposal		
Location of Implementation (Province/State/Regions) <i>List the locations where the project will be implemented</i>		
Project Title		
Mission and Vision of Organization		
Targeted Beneficiaries <i>Select all the populations types you expect to reach through your project, and the estimated number. Please note that targets can be adjusted at a later time, if selected.</i>		
☐ Women:	☐ Young Women (18-29):	☐ Girls (0-17):
☐ Men:	☐ Young Men (18-29):	☐ Boys (0-17):
☐ Refugees/IDP Women:	☐ Refugees/IDP Men:	☐ Refugees/IDP Children:
☐ LGBTQI+ populations:	☐ CSOs:	☐ Other (Specify):
Summary of Proposal, Objective(s) and Strategy (Maximum 2 short paragraphs)		

2. Context and Rationale (bullet points for each sub-question) <i>a) State the core problems the project aims to address based on the current crisis/conflict.</i> <i>b) Please describe how local conflict/crisis dynamics have been considered, and whether a conflict analysis was carried out for the design of this project?</i> <i>c) Briefly describe your organization and why it is best placed to address the crisis. Have you implemented similar projects in the past?</i>

3. Expected Results and Approach <i>i) Describe your project in narrative form (2-4 paragraphs), highlighting the expected changes (results) the project aims to achieve based on the problems identified, and which will contribute to the impact statement (goal of the project), the strategies you will use, how outputs will directly address the conflict/crisis and contribute to WPS-HA, and how it will build on existing structures.</i> <i>ii) Projects can have one outcome or multiple outcomes; however, one is recommended and should be described.</i> *Use Annex A: Expected Results and Outputs to list your outcomes and indicators, outputs and activities. This should align with what is written here.
<i>What are the expected Changes/Results:</i> <i>What strategies will you use to implement interventions and activities? Please be specific.</i> <i>c) How do your outputs and activities directly address conflict/crisis dynamics and women peace and security and/or humanitarian action?</i> <i>d) How will your projects build on existing community/local structures or fill a gap?</i>

4. Formal Partnerships (with Co-Implementing Partners) – Optional

List any co-implementing partners you will work with to implement your project. Formal partners are those who are listed on the cover page and who have a direct role in implementation and who will receive funding. State their name, the main focus of their organization, the leadership of the organization, and describe the specific role they will have in the project. Please add rows, as required.

If there are no formal partnerships, you can leave this blank. You can describe other types of collaborations you will have with local/national government or other networks in the NEXT section.

Implementing Partner Name	i) Main Focus of Organization (women's rights, youth focused OR other) ii) Leadership Type (women led, young women led or other)	Role and Responsibilities in the Project and implementation coverage (local, sub-national or national)

5. Collaborations and Coordination (Maximum 1-2 paragraphs)

List any other organizations, government bodies or networks/associations that the project will coordinate or collaborate with. Collaborators do not receive any funds for their involvement. Describe how these collaborations will create national/regional/local ownership? How have they been involved in the design of the project, or will they support activities?

--

6. 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, or contextual risks. For each risk, highlight what measures you will take. Risks related to the protection of staff and beneficiaries should always be considered. Add rows, as required.

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

7a. Monitoring, Evaluation and Do No Harm

Describe how you will monitor and evaluate your interventions. What approaches or methodologies will you use? The description should include approaches to ensuring Do No Harm, and adaptations you will make to monitoring (or evaluation) during crisis and conflict settings to ensure risk is minimized to staff and beneficiaries. Also include the use of feedback mechanisms, if relevant.

Please refer to the Impact and Indicator Tip Sheet for the CfP.

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7b. Management Structure

Highlight the management structure for the project. What will staff be involved in and what will be their roles. Do not list their names, only their roles

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Annex A – Expected Results and Outputs (Modified Results Framework)

In this section, develop a results framework, including the impact, outcome and output levels. Please note that CSOs will be asked to update and further refine their results frameworks, if selected.

Refer to the impact and indicator tip sheet on Humanitarian Response: [Impact and Indicator Tip Sheet](#) to help develop your outcomes and indicators, outputs, and activities

1. IMPACT LEVEL:

a) Select the indicators that are relevant to your project. A minimum of two (2) are required. Indicators not used can remain unchecked. Targets are not required.

Impact Area 2	Impact Indicators (select a minimum of two)	
Impact 2: Enhanced access of women and girls in crisis and conflict settings to inclusive, gender-responsive and life-saving humanitarian response and services	☐	2.1 Number/Percentage of women participating in decision-making in humanitarian and crisis response (disaggregated by age group)
	☐	2.2 Number of CSOs that have provided gender-responsive humanitarian assistance and relief
	☐	2.3 Number of women and their families that have accessed humanitarian assistance and relief (+ description of the type of humanitarian assistance provided)

2. OUTCOME AND OUTPUT LEVEL:

a) Please develop one (1) outcome statement that will contribute to the overall impact of the project. You can include multiple outcomes, but only one is recommended. Then, develop 1-2 outcome indicators to measure the change of your project and outcome statement. Indicators #3 and #4 on beneficiaries are required for all projects.

b) Please develop outputs for each group of activities that will contribute to the achievement of the outcome. Activities must be specific. Also include a time frame for each activity. Please refer to the example in the output table as well as the Impact and Indicator Tip Sheet.

Outcome	Outcome Indicators	Target
Outcome 1¹⁰ <i>*Develop your own outcome statement here. Only one outcome is recommended.</i>	1. Insert outcome indicator here	
	2. Insert outcome indicator here	
	3. (Required): Number of people directly benefiting from the response (by sex, age group ¹¹ , or other variables)	
	4. (Required): Number of people indirectly benefiting from the response	Not Applicable

Outputs	Activities	Time Frame
<i>An output is completed product/service/action of your organization based on a group of activities.</i> <i>For example: Training conducted to CSOs on leadership and advocacy skills for conflict prevention</i>	<i>For each output, list your activities in bullet form, as well as your target. Please be specific. For example:</i> Training for 25 CSOs on leadership and advocacy skills (50% youth-led organizations) Provide coaching to 50 CSO members (25 young women and 25 women) on the development of community-based action plans for conflict prevention	<i>Enter month and year the activities for the output will take place</i>
Output 1:		
Output 2:		
Output 3:		
Add rows as needed		

*Please note, you will report against each of your activities, targets and disaggregation.

¹⁰ **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.

¹¹ Age groups are 0-17; 18-29 years; and 30 years and above

Annex B – Overall Budget by Category

At the proposal stage, a detailed budget is **NOT required**. CSOs, however, may be asked for more detailed budgeting, if selected. Please do not alter the budget template. The budget must be completed in USD.

UNDG Categories	Amount (USD \$)
1. Staff and other personnel costs	\$0.00
2. Supplies, Commodities and Materials	\$0.00
3. Equipment, Vehicles and Furniture, including Depreciation	\$0.00
4. Contractual Services	\$0.00
5. Travel	\$0.00
6. Transfers and Grants to Counterparts (<i>*use if there are co-implementing partners</i>)	\$0.00
7. General Operating Expenses and Other Direct Costs	\$0.00
Sub-total (please add lines 1-7)	\$0.00
8. Indirect Support Costs*	\$0.00
<i>*Indirect support costs cannot exceed 7.0% of the sub-total (categories 1-7)</i>	
TOTAL (please add subtotal + indirect support costs)	\$0.00

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: Proposal Template Stream 3

STREAM 3: Grants (with non-registered community-based organizations led by and/or working with forcibly displaced and stateless women)

PROJECT DOCUMENT TEMPLATE (Maximum Length: 5 pages)

Name of Organization/Group	PUNO	CfP Number
	UNHCR	
Is your organization/group registered?	Country and Region	
☐ Yes ☐ No <i>Please note for Stream 3, organizations <u>are not required</u> to be legally registered. If you are a registered organization, please use stream 2 template (programmatic funding) or stream 1 (institutional funding).</i>		
Organization Contact Information	Budget requested (USD) – Maximum \$12,000	
City/Location:	Total Project Cost:	
Contact Name:	WPHF's contribution:	
Title/Position:	Other contributions:	
Email:	Proposed Start and End Date	
Telephone:	Start Date:	
Alternative contact/email:	End Date:	
Person authorized to receive the funds on behalf of the non-registered organization:	Total duration (in months):	
About Your Organization		
Is your organization/group established with +50% of people with lived experience of forcibly displacement and/or statelessness?		☐ Yes ☐ No
And/Or Does your organization have +50% of people with lived experience of forced displacement and/or statelessness in leadership?		☐ Yes ☐ No
For non-registered host community organizations: Does your organization include forcibly displaced women in its leadership structure?		☐ Yes ☐ No
Is your organization willing to sign a UNHCR Code of Conduct, or is one in place, and will ensure that each person involved in activities is willing to sign it?		☐ Yes ☐ No
Type of Organization	Please specify who your organization is led by? (Select ONE)	

Select the main focus of your organization (ONE ONLY): ☐ Women's Rights ☐ Youth Focused ☐ Other¹² (Specify): AND select one: ☐ Women Led ☐ Young Women Led (18-29 years) ☐ Other		☐ Refugee woman ☐ Internally displaced woman ☐ Stateless woman ☐ Woman from host community ☐ Other: Specify _____
PUNO(s)	CSO Applicant	
Name of PUNO¹³ Name of PUNO Representative Title Signature Date & Seal	Name of CSO/Group Name of Lead/Acting Representative: Title: Signature: Date & Seal:	

1. Summary of Proposal

Project Title		
Location (Province/State/Regions) <i>List the locations where the project will be implemented</i>		
Mission and Vision of Organization <i>Please include here information on the overall goals of your organization in working with forcibly displaced and stateless women and girls.</i>		
Personnel <i>Indicate the number of staff/personnel/volunteers in the organization or group. Also indicate the number of staff/personnel who are forcibly displaced/stateless.</i>	Number of staff/personnel/volunteers (women/men): Number of staff/personnel/volunteers who are forcibly displaced/stateless (women/men):	
Targeted Beneficiaries <i>Select the populations types you expect to reach through your project. Select all that apply.</i>	☐ Refugees ☐ Asylum seekers ☐ Stateless persons ☐ Returnees (former IDPs and/or refugees)	☐ Internally displaced persons ☐ Host communities ☐ Others (specify)
Estimated Direct Beneficiaries <i>Estimate the total number of direct beneficiaries your project aims to reach. (disaggregate where possible)¹⁴</i>		

¹² This can include disability focused, humanitarian, human rights, etc.

¹³ Applicants to leave this box empty.

¹⁴ Disaggregation groups for WPHF are by sex (women/girls and men/boys) and by age (0-17, 18-29 and 30 years and above. In addition, disaggregation should include estimates of forcibly displaced communities versus host communities, if relevant.

2. Context and Rationale (bullet points for each sub-question)

Describe the context and state the core problems the project aims to address based on the current crisis/conflict/situation and why it is needed.

Briefly describe your organization and its experience in working with forcibly displaced and stateless communities, including when you were established and interventions or projects conducted in the past.

Describe how the community has been involved in defining the problems and solutions.

3. Expected Results and Activities

Please describe your project in narrative form (2-4 paragraphs).

What is the expected result (overall change) the project aims to achieve based on the problems identified?

Describe the key activities/interventions that will contribute to this change and indicate if the proposed activities are new or already existing. Also include the role of the community in implementation.

How will you measure the success of your proposed activities?

What strategies will you use to implement interventions and activities? Who will benefit from these interventions?

3.2 Activities and Budget

For each output, list your activities in bullet form. Please be specific. For example:

Conduct district level information campaign on protection services for forcibly displaced women and girls

Provide health and hygiene kits for women refugees and asylum seekers in two communities

Activity 1:

Activity 2:

Activity 3:

Add as needed

**Estimated
Budget
(\$ USD)**

IV. Collaborations and Coordination (Maximum 1 paragraph)

Describe any other organizations, government bodies or networks/associations that the project will coordinate or collaborate with. How have they been involved in the design of the project, or will support activities? Also include information about how the community has been involved in the design of the project,

V. 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, or contextual risks. For each risk, highlight what measures you will take. Risks related to the protection of staff and beneficiaries should always be considered. Add rows, as required.

Risk	Risk Level (Very High, High, Medium, or Low)	Mitigation Strategy (what will you do to help minimize the risk from impacting your organization)
Example: Increased violence during upcoming elections	High	-Monitoring situation leading up to elections and during -Delay activities to ensure protection of beneficiaries and staff -Carry out telework during heightened periods of violence

Annex 5: Rapid Response Window Concept Note Template

Rapid Response Window on Women's Participation in Formal Peace Processes and the Implementation of Peace Agreements

Deadline	No deadline
Application submission	WPHF-RRW@unwomen.org

To start, please answer the following questions to see if you are eligible:

- ☐ 1.a Is your country an ODA eligible country? ¹⁵ Is your country currently undertaking a peace process/negotiation to resolve a violent conflict? **Or** is your country currently implementing a peace agreement with monitoring mechanisms and/or commissions responsible for its implementation?
Please consult: <https://www.peaceagreements.org/search>

AND

- ☐ 2a. Is your request focused on a **Track 1 or Track 1.5** process?
High-level decision-making processes involving country leadership or national governments, which are often led by the UN, or multilateral regional organizations through a committee or a special envoy. For example: Ceasefire, National Dialogue, Peace Treaty negotiations, Political Transition, Constitution Writing, International Mediation.

OR

- ☐ 2b. Is your request focused on a **Track 2** process?
Activities or exchanges between influential actors intended to influence, advise, or complement a Track 1 process. This can include building trust of stakeholders, increasing communication, or raising awareness for community-buy in on the peace process or implementation of the peace agreement. For example: Dialogues, conferences, workshops or forums involving civil society, community leaders, other experts and mediators.

OR

- ☐ 2c. Is your request focused on **the implementation of a peace agreement**
Activity/event related to the monitoring of the recommendations or action points of a peace agreement at international, national and subnational level. For example: through monitoring mechanisms or committees, parliamentary processes, Truth and Reconciliation Commissions, reporting and shadow reporting, or civil society activities to hold decision-makers accountable on the commitments made.

*For more information see Basics of Mediation: Concepts and Definitions, Pg. 3.

<https://peacemaker.un.org/sites/peacemaker.un.org/files/Basics%20of%20Mediation.pdf>

If you can answer "Yes" to question 1 and question 2 (a, b or c) above, you may be eligible for RRW support. If you are unsure, feel free to contact us.

Please note that organizations can apply for both Direct Support and Short-Term Grant streams at the same time. A CSO applying to both streams must submit separate applications forms using the appropriate templates (this concept note for a Short-Term Grant and a Direct Support template, which can be accessed through this link: <https://wphfund.org/rrw/https://wphfund.org/rrw/>)

Please note that Rapid Response Window receives application on a rolling basis with no deadline for submission.

If you feel you are at risk, we encourage you to use a secure computer and internet connection or open a separate email account to submit your application. For further information on safe online communication, please see: <https://ssd.eff.org/en/module/communicating-others>.

¹⁵ <http://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/daclist.htm>

If submitting a proposal puts you at risk, you can email WPHF-RRW@unwomen.org, for alternative ways to submit your proposal (e.g. Signal, Proton).

****Before completing the template, please read the Call for Proposals Concept Note at: <https://wphfund.org/rrw/>.** The Rapid Response Window (RRW) addresses short-term urgent requests, by local women's civil society organizations, for logistical or programmatic support to increase women's participation and influence in peace processes and in the implementation of national/international/sub-national peace agreements. The RRW is not intended to fund medium/long-term peacebuilding initiatives. Please note that community-focused peacebuilding initiatives (such as local peace committees and community awareness raising) and non-urgent¹⁶ initiatives are NOT eligible.

***Please submit your Concept Note in Word document format (doc. or docx)**

Country of Intervention	
Organization Lead Name	
Project Title	
Type of Lead Organization	Select the main focus of your organization/informal group (ONE ONLY): ☐ Women's Rights ☐ Youth Focused ☐ Other¹⁷ (Specify): AND select one: ☐ Women Led ☐ Young Women Led (18-29 years) ☐ Other¹⁸ (Specify):
Mission/Vision of the Organization (maximum 100 words)? <i>Please, if consortium of organizations, please explain how/why you come together</i>	
Office location (country/city) Email address of the organization	
Do you have a formal registration? If yes, please tell us where the formal registration has been issued.	☐ Yes, in country of intervention ☐ Yes, in another country. Please specify: ☐ No
Website/Facebook/Twitter (if applicable)	
Please, provide a relevant experience from your organization related to women peace and security (maximum 100 words)	
Formal Peace Process Track <i>(select all that apply and provide the name of the peace process or the year the agreement was signed)</i>	☐ Track 1 ☐ Track 2 ☐ Peace Agreement Implementation ☐ Stalled peace process Name of Peace Process/Agreement (and year):

¹⁶ The RRW targets g urgent and timely strategic events/initiatives, with the aim to improve women's influence in peace processes, within a duration of 6 months.

¹⁷ Could include indigenous/ethnic, disability persons organization (DPO), refugees/IDPs, LGBTQI+ groups, etc.

¹⁸ Ibid.

Were you referred by a WPHF partner? If yes, please state which one. <i>* Please note that being referred by an INGO partner or a UN entity is not a requirement to apply to RRW.</i>	☐ Yes ☐ No If yes, please Specify: ☐ United Nations entities, please specify:
Please answer the following questions about your concept. Please keep in mind the maximum word limits for each question.	
1. Context/Gap: Please provide a brief summary of the peace process in the country and the gaps in women's participation. (maximum 100 words)	
2. Summary: Please provide a brief summary of your proposed initiative, its objective and how it will address the gaps identified. (maximum 100 words)	
3. Relevance & urgency: Please describe briefly why this initiative is relevant and urgently needed to increase women's participation in peace processes or implementation of a peace agreement. Please be specific on your role and proposed strategies (maximum 100 words)	
4. Results/core activities: What is the overall expected result? Please list in bullet points 2-3 core activities that you plan to carry out?	Expected Result of your initiative: • Activity 1: • Activity 2: • Activity 3: - Etc.
5. Timeframe: Indicate a brief timeframe of the proposed initiative (no more than six months), with the dates and locations, if possible. (maximum 100 words)	
6. Estimated Cost <i>*Please note that the maximum budget for short-term grant is \$USD 100,000.</i>	

After Submission of the Concept Note (Next Steps):

Concept notes will be screened for eligibility and alignment with the objectives of the RRW. Organizations whose concepts are aligned with the objectives of the Rapid Response Window will be contacted within 5 working days.

- If you do not hear from us within five days, your concept note was not successful.
- WPHF-RRW unit will contact only selected applicants for the next phase.
- Eligible organizations will be sent a full application template, along with further guidance, asking for more details (e.g. budget, expected results, risks and mitigation measures, monitoring and evaluation, partnerships, etc.). A phone/video conversation may be requested, if needed.
- During this process, the RRW will aim to provide guidance and answer questions to strengthen the design of your intervention. Please note that this assistance does not guarantee that your final application will be successful.
- Completed applications above \$30,000 will be evaluated by a technical evaluation committee composed of UN agencies and INGOs.
- A final decision will be communicated to the applicant. Please note that for a Short-Term Grant, final approval of a proposal is based on a risk assessment/due diligence process undertaken with an INGO Partner.

Annex 6: Rapid Response Window Direct Support Proposal Template

APPLICATION FORM TEMPLATE – DIRECT SUPPORT (Length: 4-5 pages)

Name and type of applicant Name of Lead Organization (or informal group, individual or consortium): Type of applicant: ☐ Civil Society Organization ☐ Individual Peacebuilder ☐ Informal Group ☐ Consortium ☐ UN office on behalf of an applicant ☐ INGO on behalf of an applicant Please specify who you are applying on behalf of:	Country and Region of the request
Lead Organization/Lead peacebuilder Contact Contact Name: Title: City/Location: Email: Telephone: Website or social media links (if applicable): Signature: Date & Seal:	Co-Implementing Partner (s)/ members of the informal group <i>List each CSO with a formal role in the project, and add their email address, if possible</i>
Type of peace process/agreement <i>Select one (1)</i> ☐ Track 1 or 1.5¹⁹ ☐ Track 2²⁰ ☐ Implementation of Peace Agreement²¹ ☐ Stalled peace process Name of Peace Process/ Peace Agreement (and year):	Level of peace process/agreement <i>Select one (1)</i> ☐ Subnational ☐ National ☐ Regional ☐ International
Type of Lead Organization (if applicable) <i>Select the main focus of your organization/informal group (ONE ONLY):</i> ☐ Women's Rights ☐ Youth Focused ☐ Other²² (Specify):	Budget requested (USD) Total Project Cost: WPHF's contribution²⁴ (max. 30,000\$): Other contributions:

¹⁹ High-level decision-making processes involving country leadership or national governments, often led by the UN, or multilateral regional organizations through a committee or a special envoy. For example: Ceasefire, National Dialogues, Peace Treaty negotiations, etc.

²⁰ Convened in parallel to or to work towards a Track 1 process. Track 2 processes influence or advise a Track 1 process, and/or raise awareness to strengthen community buy-in. For example: conference or workshop involving women peacebuilders, local CSOs, community leaders, and other experts and mediators.

²¹ A peace agreement has been reached and signed at the international, regional or national level (e.g. a political settlement, a ceasefire, etc.). Women peacebuilders and civil society work to hold decision-makers accountable on the commitments made through. For example, monitoring mechanisms or committees, Truth and Reconciliation Commissions, reporting, etc.

²² Could include indigenous/ethnic, disability persons organization (DPO), refugees/IDPs, LGBTQI+ groups, etc.

²⁴ In case of multiple funding opportunities/donors, the total budget that could be charged to WPHF cannot exceed \$USD 30,000.

AND select one: ☐ Women Led ☐ Young Women Led (18-29 years) ☐ Other ²³ (Specify):	Proposed start Date: Proposed end Date: Total duration (in days):
Is your organization led by a displaced (<i>refugee, Internally Displaced Person, returnee or asylum seeker</i>) ☐ Yes ☐ No <i>*Please note that this is not an evaluation criterion and will not impact your eligibility.</i>	
Were you referred/supported by a Women's Peace and Humanitarian Funds' partner? <i>*Please note that this is not an evaluation criterion and will not impact your eligibility.</i> ☐ Yes ☐ No	
If yes, please specify: ☐ Netherlands Institute for Multiparty Democracy (NIMD) ☐ International Civil Society Action Network (ICAN) ☐ Inclusive Peace (IP) ☐ Women's International League for Peace and Freedom (WILPF)	☐ CORDAID ☐ Global Partnership for the Prevention of Armed Conflict (GPPAC) ☐ Conciliation Resources (CR) ☐ United Nations entities, please specify: ☐ Other, please specify

I. Summary

Project Title	
Location (Province/State/Regions) <i>If possible, please also list the district/ municipality where the intervention will be implemented</i>	
If a CSO, please share your organization's vision/mission If you are an informal group of women, please describe your group's objective/mission (maximum 50 words)	
Targeted beneficiaries <i>Specify the target beneficiary groups²⁵ and disaggregate the data by sex. Please also include the number of local/women's CSOs engaged in the implementation of the project²⁶. Incorporating an inclusive and diverse approach is encouraged. (maximum 100 words)</i>	

II. Context and Situation Analysis (maximum 1 page)

Provide a summary of the peace process/peace agreement in the country and the gaps in women's participation/influence on it.
Specify the overall objective of this request, linking it to the peace process/the peace agreement in the country of intervention.

²³ Ibid.

²⁵ WPHF's RRW encourages the adoption of diversity and inclusion approaches in its supported initiatives. Engaging with young women, people living with disabilities, displaced women, indigenous people and other minority groups is an asset.

²⁶ Please refer to the WPHF tip sheet on how to calculate direct and indirect beneficiaries: https://wphfund.org/wp-content/uploads/2024/04/Beneficiary-Tip-Sheet_ENG_Updated-Jan-22-2024.pdf

III. Relevance and Timeliness/Urgency and Experience (maximum ½ page)

Describe why this request is relevant to increasing women's participation in formal peace processes or implementation of a peace agreement. Describe why the support is rapidly and urgently needed. Indicate a brief timeframe of the proposed initiative within six months, with the dates and places, if possible. Please provide information on your experience on women's participation in peace processes/peace agreement and why you are well placed to contribute to addressing the problem.

IV. Type of Direct Support Requested (maximum ½ page)

Please describe the type of support & services requested, who will benefit from this support and the timelines for when the support is needed (e.g. date of event).

Types of Direct Support Requested (Select all that apply)

Logistical Support	Technical Support
☐ Access for people living with disabilities	☐ Advocacy/campaigns
☐ Childcare	☐ Capacity building
☐ Communications/campaigns materials	☐ Coalition building
☐ Travel (e.g. flights, visas, accommodation, daily subsistence allowance)	☐ Community engagement
☐ Language: simultaneous interpretation or translation of documents	☐ Conducting consultations
☐ Other logistical support (Specify)	☐ Research/Data collection
	☐ Drafting participatory demands/declarations
	☐ Other technical support (Specify)

V. Risks and Mitigation Measures including for Women Peacebuilders

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 and security risks. For each risk, highlight what measures you will take. Risks related to epidemic spread and protection of staff and women participants, as well as risks of lack of political will of decision makers to engage/commit to the intervention should be considered. Add rows, as required.

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

VI. Budget for Direct Support

*Please note that the maximum for Direct Supports is \$USD 30.000. Please refer to Section IV for type of items.

** Please note that a maximum of 5% of the total budget should be dedicated to support costs of the lead organization or the lead women peacebuilder if the proposal is submitted by an individual or an informal group. (e

**At least 5% should be dedicated to a knowledge product.

Category	No of Days/Units	Unit Cost (USD)	Amount (USD)
Direct Support Requested (add rows as needed)			
Item 1			
Item 2			
Item 3			
Etc.			
Etc.			
Etc.			
Support costs (max of 5% of the total budget)			
Knowledge products (at least 5% of the total budget)			
TOTAL SUPPORT REQUESTED			

Annex 7: Rapid Response Window Short Term Grant Proposal Template

FULL PROJECT DOCUMENT TEMPLATE – SHORT TERM GRANTS (Length: 4-5 pages excluding annexes)

Name of the Lead Organization: Type of application ☐ Civil Society Organization (CSO) or ☐ Consortium (group of CSOs) Organization Contact Information Project Contact Name: Title: Email: Telephone: City/Country of the organization: Website: Signature: Date & Seal: Type of Lead Organization (if applicable) <i>Select the main focus of your organization (ONE ONLY):</i> ☐ Women's Rights ☐ Youth Focused (18-29 years) ☐ Other (Specify ³¹): AND select one: ☐ Women Led ☐ Young Women Led (18-29 years) ☐ Other:	Country and Region of the project Co-Implementing Partner(s) (if relevant) <i>List each CSO with a formal role in the project, and add their email address, if possible.</i> Level of peace process/agreement <i>Select all that apply</i> ☐ Subnational ☐ National ☐ Regional ☐ International Type of peace process/agreement²⁷ <i>Select all that apply</i> ☐ Track 1 or 1,5 ²⁸ ☐ Track 2 ²⁹ ☐ Implementation of Peace Agreement ³⁰ ☐ Stalled peace process <i>Name of Peace Process/Peace Agreement (and year):</i> Budget requested (USD) Total Project Cost: WPHF's contribution ³² : Other contributions: Proposed Project Start Date: Proposed Project End Date: Total duration (maximum of 6 months):
Is your organization led by a displaced (<i>refugee, Internally Displaced Person, returnee or asylum seeker</i>)	

²⁷ For more information see Basics of Mediation: Concepts and Definitions, Pg. 3.

<https://peacemaker.un.org/sites/peacemaker.un.org/files/Basics%20of%20Mediation.pdf>

²⁸ High-level decision-making processes involving country leadership or national governments, often led by the UN, or multilateral regional organizations through a committee or a special envoy. For example: Ceasefire, National Dialogues, Peace Treaty negotiations, etc.

²⁹ Convened in parallel to or to work towards a Track 1 process. Track 2 processes influence or advise a Track 1 process, and/or raise awareness to strengthen community buy-in. For example: conference or workshop involving women peacebuilders, local CSOs, community leaders, and other experts and mediators.

³⁰ A peace agreement has been reached and signed at the international, regional or national level (e.g. a political settlement, a ceasefire, etc.). Women peacebuilders and civil society work to hold decision-makers accountable on the commitments made through. For example, monitoring mechanisms or committees, Truth and Reconciliation Commissions, reporting, etc.

³¹ Could include indigenous/ethnic, disability persons organization (DPO), refugees/IDPs, LGBTQI+ groups, etc.

³² For Short Term Grants, the total budget charged to WPHF cannot exceed \$USD 100,000.

☐ Yes ☐ No <i>*Please note that this is not an evaluation criterion and will not impact your eligibility.</i>	
Were you referred/supported by a Women's Peace and Humanitarian Funds' partner? <i>*Please note that this is not an evaluation criterion and will not impact your eligibility.</i>	
☐ Yes ☐ No	
If yes, please specify:	

I. Summary

Project Title <i>The title you give to your project</i>	
Location (Province/State/Regions) <i>If possible, please also list the district/ municipality where the intervention will be implemented</i>	
Vision/Mission of the Organization (maximum 50 words)	
Targeted beneficiaries <i>Specify the target beneficiary groups³³ and disaggregate the data by sex. Please also include the number of local/women's CSOs engaged in the implementation of the project³⁴. Incorporating an inclusive and diverse approach is encouraged.</i>	

II. Context and Situation Analysis (Maximum 1 page)

Provide a summary on the status of the peace process in the country and the involved parties, along with a brief background on the conflict, if relevant.
Elaborate on the gaps for women's participation/influence on the peace process,
Specify the overall objective of this project, linking it to the previous mentioned gaps, if possible.

III. Relevance and Timeliness/Urgency and Experience (Maximum 1 page)

Describe why this project is relevant to increasing women's participation in peace processes or implementation of a peace agreement. Please link this to the peace process/peace agreement mentioned across the document.
Describe why the support is rapidly and urgently needed.
Indicate a brief timeframe of the proposed initiative within six months, with the dates and places, if possible
Please provide information on your organization's experience (lead organization) and why the organization is best placed to address the problem, including the organization's experience on women's participation in peace processes/peace agreement implementation

IV. Risks and Mitigation Measures including for Women Peacebuilders

*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 and security risks. For each risk, highlight what measures you will take. Risks related to **epidemic spread**; protection of staff, women peacebuilders, participants to the activities; as well as risks of lack of political will of decision makers to engage/commit to the intervention should be considered. Add rows, as required.*

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

³³ WPHF's RRW encourages the adoption of diversity and inclusion approaches in its supported initiatives. Engaging with young women, people living with disabilities, displaced women, indigenous people, and other minority groups is an asset.

³⁴ Please refer to the WPHF tip sheet on how to calculate direct and indirect beneficiaries: https://wphfund.org/wp-content/uploads/2024/04/Beneficiary-Tip-Sheet_ENG_Updated-Jan-22-2024.pdf

IV. Risks and Mitigation Measures including for Women Peacebuilders

*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 and security risks. For each risk, highlight what measures you will take. Risks related to **epidemic spread**; protection of staff, women peacebuilders, participants to the activities; as well as risks of lack of political will of decision makers to engage/commit to the intervention should be considered. Add rows, as required.*

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V. Collaborations and Coordination (Maximum ½ page)

*Describe any other local/regional 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?
Incorporating an inclusive" approach is encouraged.*

--

VI. Monitoring, Evaluation and Management Arrangements (Maximum ½ page)

*Describe how you will monitor your interventions and evaluate results and what approaches or methodologies you will use. Give examples of the suggested tools to collect data and monitor progress, if applicable. The description should include approaches to ensuring Do No Harm.
The description should align with what is proposed in Annex A: Results Framework.*

--

Annex A: Results Framework

Results	
Impact ³⁵ (required)	Impact and Outcome Indicators
Increased representation and leadership of women in formal peace processes and/or implementation of peace agreements	Select at least 2 of 3 Indicators: 1. Number of women that participate in formal peace processes or negotiations (by role [mediator/advisor/stakeholder]) 2. Existence of gender responsive elements/provisions in peace agreements, dialogues, and/or decision-making processes 3. Types of strategies used/implemented to participate in/contribute to the peace process and/or implementation of peace agreements
Outcome³⁶ *Develop your own outcome statement here. Only one outcome is recommended.	Include both reach indicators at the outcome level and at least one additional outcome indicator: 1. Required Indicator: Number of people directly benefiting from the response (by sex, age group, or other variables) Target: 2. Required Indicator Number of people indirectly benefiting from the response Target: Not Applicable 3. AND develop 1-2 Outcome Indicators that captures the change of your project Baseline: Target:

Outputs	
Activities	
Example: Advocacy initiatives carried out with regional stakeholders on the participation of women in peace processes	• Develop advocacy online advocacy campaign on women's participation in peace processes • Conduct a stakeholder workshop with 20 people on women's participation in peace processes • Develop and disseminate key recommendations paper on women's increased participation in peace processes
Output 1.1 ³⁷ Enter your output statement here.	List activities and targets here in bullet form. Please include any disaggregation (sex, age group, etc.) Please be specific.
Output 1.2 Enter your output statement here.	List activities and targets here in bullet form. Please include any disaggregation (sex, age group, etc.) Please be specific.
Etc.	

³⁵ The **impact statement** reflects 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.

³⁶ **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.

³⁷ **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 for Short Term Grants

*Please note that the maximum for short-term grants is \$USD 100,000.

** Please note that at least 5% of the total budget should be dedicated to knowledge products. This should be budgeted in *Contractual Services* below³⁸.

*** CSOs partners are strongly encouraged to plan capacity building initiatives for their programme staff in line with project objectives.

UNDG Categories <i>(for more information see Box 1 below)</i>	Amount (USD\$)
1. Staff and other personnel costs	
2. Supplies, Commodities and Materials	
3. Equipment and Furniture, including <i>Depreciation</i>	
4. Contractual Services	
5. Travel (please provide a breakdown of number of days and number of people to travel)	
6. Transfers and Grants to Counterparts (please provide a breakdown by number of counterparts and amounts to be transferred)	
7. General Operating Expenses and Other Direct Costs	
8. Other (please specify)	
Sub-total	
9. Indirect Support Costs* * please note that the rate shall not exceed 7% of the total of categories 1-7.	
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 and Furniture: Includes costs for purchase of new equipment, furniture, etc. (e.g. computers, software, internet, motorcycles, desks, chairs, etc.). Please note that vehicles are not an allowable expense.

**Depreciation: Allocation of the cost of long-term assets over their useful life to account for their gradual loss of value due to wear and tear or obsolescence*

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.

**Direct Support initiatives to and on behalf of local CSOs partners and women peacebuilders; includes all logistical services, such as flights, DSA, Accommodation, media, technical support, training workshops, printing, translation, accessibility services, etc.)*

**Other contractual services include commercial services and external vendors contracting to provide services as part of the management of the project (translation, printing services, graphic design, etc.)*

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

**Missions: includes missions to countries where RRW's projects are implemented for monitoring purposes and/or provision of technical support to local partners.*

³⁸ This includes article, research paper, two pagers, podcast, video, or any advocacy document/tool resulted from the implementation of the 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 *that are directly related to the implementation of the project*. 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.

**Rent or lease: Includes payments for renting or leasing office space, equipment, or machinery required for the project.*

**Insurance costs that are related to project.*

**Office Supplies: Includes expenses for purchasing office supplies such as stationery, printer ink, paper, pens, and other consumables necessary for administrative tasks of the project.*

**Communication: includes costs related to communication services such as phone bills, internet access, and postage.*

**Office Utilities: Includes costs associated with electricity, water, gas, and other essential utilities needed to operate the project site or facilities.*

**Maintenance and repairs: Includes expenses for maintaining and repairing equipment, machinery, vehicles, and facilities used in the project.*

**Training and Development: Includes costs for training programs, workshops, seminars, and certifications to enhance the skills and knowledge of project personnel.*

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 8: Window on WHRDs - Advocacy Proposal Template

Advocacy Support (Direct Logistical Support) – Individual Application

Please read the Advocacy Support Tip Sheet before completing your application.

*Direct support is for women human rights defenders (WHRDs), from/working in crisis / conflict-affected countries, who are seeking logistical support to participate in a **meeting, event or decision-making process**, which contributes to their advocacy work in promoting human rights. This can be at the local, regional, or international level.*

☐ I consent that my application can be shared with WHRD Window Advocacy Committee, (including UN Women's Civil Society Division and Country and Regional Offices, the Office of the High Commissioner for Human Rights, and the NGO Working Group on Women Peace and Security), as part of the advocacy support evaluation process for their feedback.

INDIVIDUAL APPLICATION

(if you are applying for a delegation (multiple people), please complete the Delegation form instead)

1. Country of Origin	
2. Current Location (*if different from origin)	
3. Full Name	
4. Pronouns Used (<i>she/her/hers, he/him/his, or they/them/theirs</i>)	☐ She/Her/Hers ☐ He/Him/His ☐ They/Them/Theirs
5. Age	
6. Please select from the following categories that you self-identify with. Select all that apply. (Note: this is not a criterion for eligibility)	☐ Refugee ☐ IDP ☐ Living with a disability ☐ LGBTQI+ ☐ Indigenous/ethnic minority ☐ Religious minority ☐ Female sex worker ☐ Single mother ☐ Other ☐ Not applicable ☐ Prefer not to respond If you selected 'other' above, please specify
7. Secure email address*: <i>*A secure email address is an address you are OK to be contacted through to further discuss your application. If you feel that contact with WPHF may put you at risk, we suggest that at minimum you use a secure computer, safe internet connection and open a separate, new email account and provide this address in the application instead. We encourage you to use Proton Mail.</i>	
8. Phone number/ Signal <i>*Please provide a secure way to contact you, including country code. You can include a second number or an alternative contact and number in case we have trouble reaching you.</i>	Phone Number: (+XX) XXXXXXXXXX Alternative Number: (+XX) XXXXXXXXXX



9. In 200 words, please tell us about your human rights activism (as short bio). (Maximum 200 words)	
10. What is the main focus of your activism? Select ONE only.	☐ Child rights ☐ Climate Security ☐ Conflict Related Sexual Violence (CRSV) ☐ Digital rights ☐ Disability rights ☐ Economic rights ☐ Education rights ☐ Food security ☐ Human rights ☐ Indigenous/ethnic rights ☐ Justice/Legal ☐ Labor rights ☐ Land and housing rights ☐ LGBTQI+ rights ☐ Media/Freedom of Expression ☐ Mental Health/Psychosocial ☐ Minority rights ☐ Older persons' rights ☐ Peacebuilding/Conflict Resolution ☐ Political participation/voting rights ☐ Rights of women who are forcibly displaced (refugees, IDPs, asylum seekers, etc.) ☐ Sexual and gender-based violence (SGBV) ☐ Sexual and Reproductive Health and Rights (SRHR) ☐ Youth rights ☐ Women's rights ☐ Other If you selected 'other' above, please specify.
11. What is the name of the event/meeting/conference <i>Please include the full name of the event as per the invitation or website</i>	
12. What is the thematic focus of the event. Select one.	☐ Child rights ☐ Climate Security ☐ Conflict Related Sexual Violence (CRSV) ☐ Digital rights ☐ Disability rights ☐ Economic rights ☐ Education rights ☐ Food security ☐ Human rights ☐ Indigenous/ethnic rights ☐ Justice/Legal ☐ Labor rights ☐ Land and housing rights ☐ LGBTQI+ rights



	☐ Media/Freedom of Expression ☐ Mental Health/Psychosocial ☐ Minority rights ☐ Older persons' rights ☐ Peacebuilding/Conflict Resolution ☐ Political participation/voting rights ☐ Rights of women who are forcibly displaced (refugees, IDPs, asylum seekers, etc.) ☐ Sexual and gender-based violence (SGBV) ☐ Sexual and Reproductive Health and Rights (SRHR) ☐ Youth rights ☐ Women's rights ☐ Other If you selected 'other' above, please specify.			
13. Please attach a concept note, programme, or agenda for the proposed event, or a formal invitation (this could be in the form of a letter/email) <i>Please note that your application cannot be approved unless all documents are received. These documents can be shared at a later time, if not available.</i>	HUB SPOT ATTACHMENT			
14. What are the official start and end dates of the event/meeting/conference	Start date: dd/mm/yyyy End date: dd/mm/yyyy			
15. Please indicate at which level the event is taking place	☐ Local ☐ National		☐ Regional ☐ International	
16. Location of event (city and country)				
17. Organizers of the event/meeting/conference (for hub-spot, add attachment button after this question)	Organizers of event/meeting: Website of event: Name of focal point for the event: Email address of focal point:			
18. Please describe your role (and objectives) in the event/meeting/decision-making process, and what you are seeking to influence and achieve. (maximum 200 words)				
19. Is this your first time attending this type of event, meeting, or decision-making process? <i>Please note this is not an eligibility requirement and does not affect your application.</i>	☐ Yes ☐ No			
20. How many days will you attend the event/meeting/conference?				
21. Are you planning to attend any other meetings or side events outside of the official agenda?	☐ Yes ☐ No			
22. If yes, please outline your schedule (itinerary) for each day, including the date, the details of the meeting/side event, the time and your specific role in the meeting/side event		Details	Time	Specific Role in Meeting
	Day 1: date			
	Day 2: date			
	Day 3: date			
	Day 4: date			
	Day 5: date			
23. What type of direct/logistical support are you seeking?	Travel ☐ Travel*			



Select all that apply	☐ Daily Subsistence Allowance (daily meals, incidentals, accommodation) ☐ Visa Fees ☐ Access for people living with disabilities * Please make sure you have a valid passport (more than 6 months from the validity end date) Mode of Travel: ☐ Flight ☐ Train ☐ Bus ☐ Ferry ☐ Personal transport ☐ Other (specify) Departure Country: Departure City: Destination Country: Destination City: Translation & Interpretation : ☐ Simultaneous interpretation ☐ Translation of documents ☐ Specific needs for people living with disabilities (specify) Other, please specify: If you selected translation/interpretation OR have specific needs for people living with disabilities, please specify details (e.g. language of translation, sign language, etc.)													
24. Please let us know if you have applied to participate in the same event/meeting to another organization, and/or received support (financial/non-financial) from another donor. <i>Please note this question is for information purposes and for coordination only and is not evaluated.</i>	☐ Yes ☐ No If yes, please explain what will be covered and the remaining gaps:													
25. What are the risks you (and/or your family/dependents) could face as a result of your participation in the event/meeting/decision-making process? How will you mitigate these risks before, during and after the event? Please list a minimum of two risks and mitigation measures <i>If you are at risk because of your activism, WPHF provides Safety Net protection grants in partnership with NGO partners to cover protection costs such as relocation, safe digital equipment, legal support, psychological assistance etc.</i> <i>Please apply at: https://wphfund.org/whrds-safety-net/</i>	<table border="1"> <thead> <tr> <th>Risks</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>	Risks	Mitigation							<table border="1"> <thead> <tr> <th>Mitigation</th> </tr> </thead> <tbody> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> </tbody> </table>	Mitigation			
Risks	Mitigation													
Mitigation														

Annex 9: Window on WHRDs Safety Net Proposal Template

WHRD Window Application Form – SAFETY NET (Flexible Funding)

A safety net is for individual women human rights defenders (WHRD) from/working in conflict and crisis-affected countries, who, due to their commitments to human rights and peace, currently face, or have in the past faced risks with resulting impacts that continue to threaten their safety and/or ability to sustain their work in a safe and secure way.

Before completing the form, please ensure you meet all the criteria:

- Above 18 years old
- From a country on the eligibility list (please refer to the website for the list of countries)
- Demonstrated experience as a WHRD and received threats related to your work
- Threats have been experienced in the last two years
- Request contributes to improving your security and protection

Following your submission, you will receive a receipt confirmation email.

☐ I agree that my application can be transferred to an INGO partner of the WPHF WHRD Window, who will verify the information if all criteria are met.

*Country of Origin	If you selected 'other' above, please specify the country			
Current Location (*if different from origin)				
Full Name				
Pronoun Used (<i>she/her/hers, he/him/his, or they/them/theirs</i>)	☐ She/Her/Hers ☐ He/Him/His ☐ They/Them/Theirs			
*Age				
Please select from the following categories that you self-identify with. Select all that apply (Note: this is not a criteria for eligibility)	☐ Refugee ☐ IDP ☐ Living with a disability ☐ LGBTQI+ ☐ Indigenous/ethnic minority ☐ Religious minority ☐ Female sex worker ☐ Single mother ☐ Other ☐ Not applicable ☐ Prefer not to respond			
Number of dependents at risk and supported through this request. <i>*A dependent is a child under the age of 18 or family member residing with you and who you are responsible for their care and well-being.</i>	If you selected 'other' above, please specify <table border="1"> <tr> <td>0-17 Years</td> <td>18 years and above</td> </tr> </table>		0-17 Years	18 years and above
0-17 Years	18 years and above			
Secure email address*: <i>*A secure email address is an address you are OK to be contacted through to further discuss your application. If you feel that contact with WPHF may put you at risk we suggest that at minimum you use a secure computer, safe internet connection and open a separate, new email account and provide this address in the application instead.</i>				



Phone Number/WhatsApp/Signal <i>(please provide a secure way to contact you, including country code. You can include a second number or an alternative contact and number in case we have trouble reaching you. We encourage you to use Signal)</i> Are you applying for yourself or on behalf of a WHRD? If you are applying on behalf of a WHRD, please provide your contact information. Are you part of an organization/network? If so, please provide the name and website (if available).	Primary Contact Number: Alternative Contact Number: ☐ For myself ☐ On behalf of a WHRD Full Name: Email address: Secure Telephone Number: Affiliated Organization (if applicable): Name: Website:
1. Please briefly describe your experience as a woman human rights defender. How have you been peacefully leading human rights activities in your community / country ? <i>(Please include names of any organizations or individuals you have been collaborating with).</i> <i>Word Limit: 200-400.</i> 2. What is the main focus of your activism? Select all that apply	☐ Child rights ☐ Climate Security ☐ Conflict Related Sexual Violence (CRSV) ☐ Digital rights ☐ Disability rights ☐ Economic rights ☐ Education rights ☐ Food security ☐ Human rights ☐ Indigenous/ethnic rights ☐ Justice/Legal ☐ Labor rights ☐ Land and housing rights ☐ LGBTQI+ rights ☐ Media/Freedom of Expression ☐ Mental Health/Psychosocial ☐ Minority rights ☐ Older persons' rights ☐ Peacebuilding/Conflict Resolution ☐ Political participation/voting rights ☐ Rights of women who are forcibly displaced (refugees, IDPs, asylum seekers, etc.) ☐ Sexual and gender-based violence (SGBV) ☐ Sexual and Reproductive Health and Rights (SRHR) ☐ Youth rights ☐ Women's rights ☐ Other If you selected 'other' above, please specify.



*3. What targeted threats have you faced or fear to face because of your human rights/peace activities? <i>Please describe if and how these threats have affected you, your dependents, and/or your ability to continue your work. Also include the history/patterns and timelines of threats faced.</i> <i>Word Limit: 500</i>	
*4. When did the last threat related to your human rights/peace activities happen? <i>If possible, please add a date or an approximate time period.</i>	Note: order has changed from previous version.
5. What is the source of the threat? From where did this threat come and/or who was the perpetrator of the threats?	
6. What do you urgently need to protect yourself and / or your dependents and/or to sustain your human rights and peace activities? Select all that apply	☐ Relocation (visa, transport, food, housing) ☐ Equipment (mobile, computer, security system, cameras) ☐ Security/Protection (secured transportation, security training) ☐ Self-care (medical or mental health support) ☐ Legal assistance ☐ Other If you selected 'other' above, please specify
7. Specify how much funding you are requesting in USD <i>Please note that the maximum provided for Safety Net grants is USD 10,000 (subject to revision by the NGO partners of the WPHF Window for WHRDs) to cover short term protection needs.</i>	USD
8. For us to be able to assess your application, please provide the name and contact information of at least two references from a national or international organization who know your work and are available to answer questions. This reference should NOT be a family member. <i>References are provided on a volunteer basis and should not be paid</i> (programme as mandatory on both)	REFERENCE 1 Name: Organization: Email: Telephone/Mobile: (include area code) REFERENCE 2 Name: Organization: Email: Telephone/Mobile: (include area code)
9. Have you submitted a similar application to another organization, and/or received support (financial / non-financial) from one before, as this will help us with coordination. <i>If you have received support in the past this will not automatically affect your eligibility.</i>	☐ Yes ☐ No If yes, please name the organization, when you received the support, and what support was requested/funded.

Annex 10: Template – Annual Project Narrative Progress Report

**Women's Peace and Humanitarian Fund
ANNUAL PROGRESS REPORT TEMPLATE 2025**

Country	Submitted by PUNO(s) UN Women or NUNO(s)³⁹	
	Name of Entity: Name of Representative:	
MPTF Project Number (s)	Reporting Period	
Track <i>Select all that apply</i>		
☐ Regular Funding Track ☐ Emergency Funding Track		
WPHF Outcomes⁴⁰ to which report contributes for reporting period <i>Select all that apply</i>		
☐ Outcome 1: Enabling Environment for WPS ☐ Outcome 2: Conflict prevention ☐ Outcome 3: Humanitarian and Crisis Response	☐ Outcome 4: Conflict Resolution ☐ Outcome 5: Protection of Women & Girls ☐ Outcome 6: Peacebuilding and Recovery	
Programme Start Date	Total Approved Budget (USD)	
<i>As per ME/Transmittal Forms</i>	<i>Total approved budget for WPHF active country allocation as per the ME and Transmittal Forms for projects starting/active/closing under this reporting period</i>	
Programme End Date	Amount Transferred to CSOs (USD)	
<i>As per ME/Transmittal Forms</i>	<i>Tranche (amount) which was transferred to the CSOs (total for programme period)</i>	

Executive Summary
<i>In 1 page, summarize the most important achievements of the Programme during the reporting period. The executive summary should be an analysis and consolidation of the achievements and should serve as a standalone summary of the WPHF country' results for the year. Please include:</i> <i>a) Background on WPHF: overview of calls for proposals (CfPs) that were launched (date), and details on NSC meetings, how many CSOs were selected, and when implementation is estimated to begin/has begun</i> <i>b) How WPHF funding has contributed to advancing WPS, gender equality and peacebuilding, gender-responsive humanitarian action in the country and explain if any linkages with national processes (NAPs, humanitarian response, peace processes, etc) or how it aligns with country priorities.</i> <i>c) Overall/consolidated WPHF impact at the country level by Outcome</i> <i>d) One sentence with the consolidated direct and indirect beneficiaries (disaggregated by sex).</i> <i>e) Overall challenges (based on context)</i> <i>f) If the CO has received additional funding for capacity strengthening (5%) and/or if CSOs received L-HUB grants for peer learning initiatives, please include one sentence on the results.</i>

³⁹ Non-UN Organization. Applicable to Rapid Response Window for Peace Processes

⁴⁰ As per WPHF results framework nested model, WPHF outcome areas are equivalent to the impact level for grantees

1. Project Profile for Reporting Period

Use the following table for an overview by each project/organization. For each grant (programmatic, institutional and L-HUB grants), please use a separate row. Refer to definitions in the footnotes.

Funding CFP ⁴¹	Lead Organization Name	Type of Organization ⁴²	WPHF Outcome/ Impact Area ⁴³	Project Location (State, Province or Region)	Name of Implementing Partner(s) and type of Organisation ⁴⁴	Project Start and End Date as per Partner Agreements ⁴⁵	Total Approved Budget (USD)

⁴¹ For each grant, indicate if it is Country CFP 1; CFP 2; CFP 3, etc. Please also note if it is a CFP for the Food Security Initiative, Climate Security Initiative, Forced Displacement Initiative, or Peer Learning Grant

⁴² Type of organizations are: i) Women's Led; ii) Women's Rights; iii) Both Women-led and Women's Rights; iv) Youth Focused; v) young women led; vi) both youth focused/young women led; vii) LGBTQI+; viii) Other as identified by the CSO.

⁴³ WPHF Outcomes are Outcome 1: Enabling environment for the implementation of WPS commitments; Outcome 2: Conflict prevention; Outcome 3: Humanitarian and Crisis Response; Outcome 4: Conflict resolution; Outcome 5: Protection; Outcome 6: Peacebuilding and recovery. If the partner received institutional funding, please use this column to note this. As per WPHF results framework nested model, WPHF outcome areas are equivalent to the impact level for grantees

⁴⁴ For each co- implementing partner (those on cover page and who received a transfer), state if they are i) Women's Led; ii) Women's Rights; iii) Both Women-led and Women's Rights; iv) Youth-led/focused; or v) Other.

⁴⁵ Use the official start and end dates as per the partner agreement and/or amendment. If the project received an extension, please note this.

2. Beneficiaries and Reach (Consolidated)

a) Complete the Excel spreadsheet called "WPHF Beneficiary Template 2025" for each project and submit with your report. Instructions for this working sheet are found in the template. The excel sheet tracks beneficiaries by each CSO.

b) In the tables below, provide the consolidated number of direct beneficiaries reached for all projects during the reporting period and cumulative numbers.

Current Reporting Period (2025)					
Age Category	Women/Girls	Men/Boys	Other (LGBTQI+)	Total Direct	Indirect Beneficiaries
0-17 years					
18-29 years					
30 years +					
Total					

***ATTACH WPHF Excel Beneficiary Template.**

Cumulative					
Age Category	Women/Girls	Men/Boys	Other (LGBTQI+)	Total Direct	Indirect Beneficiaries
0-17 years					
18-29 years					
30 years +					
Total					

3a. Context/New Developments

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

3b. Coordination in Humanitarian/WPS

Describe if your office has participated in any humanitarian/GBV in emergencies UN cluster meetings (CERF, UNFPA, IOM, UNHCR), or peace and security (PBF, UNDP, UNICEF) coordination meetings/efforts at the national level during the reporting period ? What were the outcomes of these meetings, and have WPHF partners been invited to brief?

4a. Overall Results (Impact and Outcomes) Achieved

Country Level Impact and Results:

Provide a short, consolidated **COUNTRY LEVEL** description of the impact and results achieved for all projects (1-2 paragraphs maximum, drawing on the impact level indicators. **DO NOT INCLUDE REACH NUMBERS.**

CSO Impact and Results (do not include outputs):

a) Report on the results achieved⁴⁶ or progress towards⁴⁷ results for EACH WPHF OUTCOME area. Include the impact and outcome indicators as per the results framework and a description to help illustrate the change, including the change from the previous year. Do not describe or include outputs or activities. Ensure that the linkages between the projects and building peace, gender equality and WPS are explained.

b) If an organization has received funding under two impact areas (e.g., Stream 1 (Impact Area 1) and another impact area), please report them separately.

d) For any Global L-HUB grants, please report this in Section 8.

For countries with 10 projects or more, you can consolidate the impact and results by WPHF impact area, rather than for each individual project. Complete the Table in **Annex A: Summary of Results** for a summary of all results, ensuring they align with what is reported in the narrative section.

INSTITUTIONAL FUNDING

Lead Organization A

Impact Indicators + description:

Outcome Indicator(s) + description

Etc.

PROGRAMMATIC FUNDING:

WPHF Outcome X:

Lead Organization A

Impact Indicators + description:

Outcome Indicator(s) + description

Etc.

Lead Organization B

Impact Indicators + description:

Outcome Indicator(s) + description

Etc.

4b. New Resource Mobilization and Sustainability

a) **New Resource mobilization of CSO partners:** For CSOs where new resources/funding has been mobilized (as indicated in the Beneficiary Excel File), share 1-2 examples of CSOs who have mobilized new funding during the reporting period, describing how much they accessed, from where and how their grant with WPHF/Country office has contributed to securing more funding, if relevant.

b) **Sustainability:** Share a couple of examples and strategies used by CSOs to ensure the sustainability of their project's impact

4c. Outputs and Activities Completed

Summarize the progress on **OUTPUTS** in narrative form by each project. **DO NOT** include a long list of activities, rather report against 2-4 main bullet points to illustrate the output was completed. Ensure all data is disaggregated if reporting on training, capacity building or other outputs. Please put organization names in the same order as Section 4a.

For countries with 10 projects or more, you can consolidate the outputs by outcome area.

⁴⁶ Progress achieved of the impact level or of an outcome is defined as actual change in the value of indicators being tracked as well as other indications that the project has had an effect in contributing to the impact/outcome as stated.

⁴⁷ 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.

4c. Outputs and Activities Completed

Lead Organization A

Output Statement 1:

Output Statement 2:

Etc.

Lead Organization B

Output Statement 1:

Output Statement 2:

Etc.

5. Impact Story (1/2 page maximum)

Include an impact story focused on either an individual beneficiary or CSO partner which demonstrates the change that has occurred during the reporting period as a result of the implementation of a partner grant. The story should:

a) capture the change that has occurred

b) illustrate the main objective of the project (WPHF impact area).

c) include a high-quality photo with caption close-up photo portraits of individual beneficiaries and CSO partners being profiled, and include quotes if available.

Please ensure that consent has been obtained from the individual beneficiary or CSO partner to use the story and photo in the WPHF global annual report, website, community of practice and/or social media. Also, consider using a **pseudonym (not the person's real name) to ensure protection/security. If obtaining a story could cause an individual harm/emotional stress, please consider doing a story on an organization instead.*

6a. Knowledge Products and Communications/Visibility of Management Entity

a) Report on any new knowledge products and communication materials produced by UN/ ME during the reporting period. This can include case studies, major surveys/research, evaluations, or assessments conducted during the reporting period. This section should also include a list and description of any new products (websites, policy briefs, social media, case studies, photos, videos, etc.) developed to increase visibility of the projects and programme, and of WPHF.

** Please attach a copy of the study/evaluation/research/survey/assessment as an Annex and include the weblinks in this section, if available.*

6b. Knowledge Products and Communications/Visibility of Implementing Partners (list a maximum of 5-6 key ones)

a) List a few examples of high-quality knowledge products and communication materials produced by an implementing partner during the reporting period. This can include case studies, major surveys/research, evaluations, or assessments conducted during the reporting period. This section should also include a list and description of any new products (websites, policy briefs, social media, case studies, etc.) developed to increase visibility of the projects and programme, and of WPHF.

** Please attach a copy or link of the study/evaluation/research/ assessment as an Annex and include the weblinks in this section, if available. For photos, kindly share these (along with a caption) to the WPHF communications team.*

7a. Capacity Strengthening Activities by UN Country Office/Management Entity

For Countries that have implemented Capacity Strengthening Projects with WPHF funding

1) If your country has received funds for capacity strengthening initiatives, report against your results framework and ProDoc, including the results/changes in capacity, skills, or practices of CSO partners and their organization Using the impact and outcome indicators in the results framework and ProDoc, report on the **CHANGE** in practice and capacity that has occurred during the year. Please include the results of the Organizational Capacity Assessment Tool (OCAT) or other surveys and assessments, .

2) In bullet form (2-4), note the outputs completed as per your ProDoc.

1. IMPACT AND RESULTS:

2. OUTPUTS:

7b) Other countries' capacity strengthening initiatives that have benefited WPHF Partners

If your country (those who have NOT received funds for capacity strengthening initiatives) has carried out any capacity strengthening sessions (webinars, in-person training sessions, workshops, etc.) that were conducted by the Country Office, Management Entity or other external agencies with CSO partners, please describe. Include i) the topic/subject; ii) who conducted the capacity strengthening; iii) where (virtual/in person); iv) number of CSOs and CSO representatives that participated. Describe any results from pre and/or post training surveys that may have been completed. Finally, if any capacity building materials were produced and would benefit other CSOs, please share these with WPHF.

8. L-HUB Grants (Peer Learning, Mentorship or Joint Advocacy Actions)⁴⁸

If CSO partners have implemented a L-HUB grants during the year, please summarize the key initiatives and results from these grants. This should include results related to skills, coalition building/networking, etc. as aligned with the CSOs' project document. Also include the number of CSO representatives (disaggregated by sex and age group) that have benefited from these grants. Please share the completed peer learning/mentorship grant reporting template with your annual report submission.

*Partners who received these grants must also be included in the CSO Profile (Section 1) and WPHF Beneficiary Template 2025 as a separate row

9. 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? Consider risks related to new or escalating conflict/tensions, climate change, programmatic or institutional risks, monitoring and evaluation and Do No Harm

Risk Area (contextual, programmatic, institutionally, briefly describe)	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 to address the risk

10. Delays and Adaptations/Revisions

If there were delays at the country level, please 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 that took place. This section should also include information on contracting and programmatic delays related to escalating crisis or other factors.

11. Lessons Learned⁴⁹

What challenges and lessons were learned during the reporting period at both the project and country level? Include those lessons that can benefit other WPHF countries and of 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 country program and/or of projects.	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?	Key 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?

⁴⁸ For partners that have also been engaged in the Women Have Wings Awards, please use this section to report on the main results and activities completed as aligned with the Project Document.

⁴⁹ 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.



12. Innovations and Best Practices⁵⁰

Please include information on any innovative practices (programmatic and operational) that emerged during the reporting period, especially those that can be beneficial for other WPHF countries, expand the body of knowledge on women, peace, and security and humanitarian action. Innovations and best practices can be from projects or country level. Please provide details such as CSO name, location, etc.

a) Innovations:

b) Best Practices:

13. Auditing and Financial Management

Mention if any projects were audited during the reporting period and provide a brief summary of results. Do not include detailed findings of the audit as reports are public. Alternatively, you can share an audit report with your programme lead, if relevant.

14. Next Steps and Priority Actions

In bullet form, please list the priority actions for the coming year including onboarding of new partners, monitoring missions or other planned initiatives related to WPHF.

⁵⁰ 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: Summary of WPHF Results (by Indicator)

For each WPHF Outcome which is relevant to CSOs supported during the **reporting year**, report against the Impact Level (WPHF Outcome) Indicator. DO NOT include consolidated data, only for the 2025 year.

Note for how many CSOs this is relevant (Column 2) and provide a very brief summary the results (Column 3), presenting both the numeric value and summary. If an outcome is not relevant to your country, enter N/A in both CSO and summary columns.

WPHF Indicator	Relevant for How Many CSOs (number)	Summary Result (1 short paragraph). Include the number and a short description. This is a consolidation of what is done in 4a.
Institutional Funding		
1.1 Average number of months organization can be sustained as a result of institutional funding		
1.2 Number/Percentage of staff retained as a result of institutional funding		
1.3 Development of risk management and contingency plans or strategies for organization		
1.4 Number/Types of adaptive strategies, tools or systems adopted by organization for continuity of operations		
Outcome 1: Enabling Environment for Women, Peace and Security		
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 2: Conflict Prevention		
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		
2.2b Number of conflicts resolved, averted or referred		
Outcome 3: Humanitarian and Crisis Response		
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: Conflict Resolution		
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: Protection of Women and Girls		
5.1 Number/Percentage of CSOs, that report having greater influence and agency to work on sexual and gender-based violence (SGBV)		
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: Peacebuilding and Recovery		
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		

Annex 11: Project Transmittal Form

PROJECT TRANSMITTAL FORM FOR COUNTRY-LEVEL PROJECTS

to be sent to the UNDP/MPTF Office with fully signed prodoc and National Steering Committee meeting notes

WPHF Technical Secretariat/ Women's Peace and Humanitarian Fund

Project Transmittal Template

for approval by the National Steering Committee

Part A: Meeting Information <i>To be completed by the Country-level Secretariat</i>	
Date of National Steering Committee Meeting:	Participating UN Organization(s) (PUNOs):
Name(s) of civil society organizations participating in the National Steering Committee Meeting:	Country:
Outcome Area:	Total Project Budget: Total Requested Budget: MPTF project ID:
Part B: Project Summary <i>To be completed by the Participating UN Organization</i>	
From: <i>PUNO Representative</i>	Date of Submission:
Contact: <i>Telephone number, email</i>	
Proposed Project, if approved, would result in: New Project / Joint Project	Proposed Project resulted from: National Authorities initiative

Continuation of previous funding, project cost extension	UN Agency initiative										
Other (explain)	Other (explain)										
Project Title: PUNO function of the Women's Peace and Humanitarian Fund for XX											
Total Project Budget: Total Requested Budget: *For project extension indicate current budget and new proposed budget											
Amount requested breakdown by CSOs/PUNOs:											
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 70%;">Organization</th> <th style="width: 30%;">Amount in USD</th> </tr> <tr> <td> </td> <td style="text-align: right;">\$</td> </tr> <tr> <td> </td> <td style="text-align: right;">\$</td> </tr> <tr> <td> </td> <td style="text-align: right;">\$</td> </tr> <tr> <td style="text-align: right;">TOTAL</td> <td style="text-align: right;">\$</td> </tr> </table>		Organization	Amount in USD		\$		\$		\$	TOTAL	\$
Organization	Amount in USD										
	\$										
	\$										
	\$										
TOTAL	\$										
*For project extension indicate current budget and new proposed budget by PUNOs											
Amount and percentage of indirect costs requested:											
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 65%;">Organization</th> <th style="width: 35%;">Indirect cost (USD)</th> </tr> <tr> <td>Indirect cost (7%)</td> <td style="text-align: right;">\$</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$</td> </tr> </table>		Organization	Indirect cost (USD)	Indirect cost (7%)	\$	Total	\$				
Organization	Indirect cost (USD)										
Indirect cost (7%)	\$										
Total	\$										
*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

[Detail key outcomes, outputs, from project cover sheet and attach detailed project document]

Part C: Technical Review

To be completed by the WPHF Technical Secretariat

Additional Technical Experts (if applicable):

Provide names, titles and organizational affiliation

Technical Review Date:

Evaluation of Proposal by the National Steering Committee Secretariat

Provide concise summary evaluation of proposal and recommendations (detailed criteria provided below):

	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 catalyse 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

Provide concise summary evaluation of proposal and recommendations (detailed criteria provided below):

	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

To be completed by the Country Level Secretariat

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 National Steering Committee

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

Decision of the National Steering Committee

Approved for a total budget of \$_____

Approved with modification/condition

Deferred/returned with comments for further consideration

Rejected

Comments/Justification

[Name]

UN Co-Chair, National Steering Committee

Signature

Date

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

Background

As a UN multi-partner trust fund, WPHF works with multiple UN entities. WPHF currently has signed MOUs with UN Women, UNFPA, UNHCR, IOM and UNDP to act as PUNOs. As such, WPHF funds can be allocated to one or more PUNOs in a country. The respective PUNO will receive up to 7% indirect costs for the overall management of the WPHF portfolio.

Following the 2019 WPHF Mid-Term Review findings and the approval of the WPHF Global Steering Committee 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 cases where travel costs are high, for example due to cost-intensive security measures, geographically dispersed project locations, the indirect support costs (7%) might not be sufficient to cover both staff and travel. In this case, the PUNO can request additional direct costs for M&E expenses to provide support to WPHF CSO Partners.

Decision-making process and requirements

Requests for additional funding (direct costs) for the PUNO at the country level will be submitted to the WPHF Technical Secretariat for review and approval based on the above criteria. The request needs to respond to all 3 criteria to be considered.

Requests for additional funding (direct costs) for staffing at the country level should be submitted before the launch of the Call for Proposal to the WPHF Technical Secretariat. The Secretariat will consult with the Global Steering Committee on the approval of these additional staffing costs. 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 transfer.

Annex 13: Request for Monitoring and Evaluation Direct Costs at the Country Level

Part A: Information <i>To be completed by the PUNO</i>	
Country:	Participating UN Organization(s):
Number of active ² grants:	WPHF Outcome Areas:

Call for Proposal total allocation:	Current <u>total</u> indirect costs allocated (incl. the new allocation):
Amount of M&E direct cost requested :	Programme Start and End Date:
Part B: Project Summary <i>To be completed by the PUNO</i>	
1. Project Title: Support Request Additional staffing at Country level	
2. Rationale for support request: <i>(Provide a brief description of why the request is being made based on the criteria. Also include a description of any geographical considerations of country in the monitoring of WPHF CSO partners)</i>	
3. Description and Rationale of costs: <i>(Provide a brief description of the objectives for the support, how the funds will be used and for what purpose, whether new staff is being recruited and their role, what costs it will cover, etc.). Please also include reasons for high M&E costs if applicable. Kindly refer to the below budget categories.</i>	
Part C: Budget <i>To be completed by the PUNO (Please add lines if needed)</i>	
Description (UNDG budget categories)	Amount (US\$)
1. Staff and other personnel costs	
Total	

Part D: Signature of PUNO Representative	
From: <i>PUNO Representative</i>	Contact: <i>Telephone number, email</i>
Date of Submission:	
Signature:	

Part E: Review <i>To be completed by the WPHF Technical Secretariat</i>	
Review Date WPHF:	Reviewed by (WPHF):
Review Date GSC:	
Additional Technical Experts (if applicable): <i>Provide names, titles and organizational affiliation</i>	
Eligibility Criteria	
i) Call for Proposal total allocation is under or equal to 2 million USD (based on Part A)	Yes ☐ No ☐
ii) Number of active grants exceeds 10 grants (and/or includes several new partners to UN) (based on Part A)	Yes ☐ No ☐
iii) Travel costs related to M&E in the country are high (based on section 3.)	Yes ☐ No ☐

Part F: Decision of WPHF Secretariat <i>To be completed by the WPHF Technical Secretariat</i>
☐ Approved for a total budget of \$ _____ ☐ Approved with modification/condition ☐ Deferred/returned with comments for further consideration ☐ Rejected
Comments/Justification
Tonni Brodber Head of Secretariat, WPHF _____ Signature <i>Date</i>

Annex 14: WPHF Risk Ranking Matrix

Likelihood	Consequences				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very Likely (5)	• Fund allocations not aligned to strategic objectives and/or poorly prioritized fund allocations	• Lack of political will and engagement at senior decision-making levels			
Likely (4)					
Possible (3)			• Insufficient funding available to reach WPHF goal		
Unlikely (2)			• Contexts including political, health, climate and security changes delay or impede the Fund to operate • Heightened violence/insecurity, climate change and/or lockdown measures prevent WROs from delivering services and causes delays in programme delivery • M&E of projects reduced in the context of movement restriction • Women and CSOs engaged in the initiatives may face physical/security risks • Cases of misuse/mismanagement of funds fraud and corruption • Cases of Sexual Exploitation, Abuse and Harassment (SEAH)		
Rare (1)			• Duplication of funding with other Funds at Country level		

Annex 15: WPHF Risk Ranking and Monitoring Matrix

Risk	Rick Drivers	Risk Outcomes	Likelihood	Consequences	Overall Risk ranking	Mitigation Options	Adaptation Options	Monitoring	Owners
Contextual Risks									
Lack of political will and engagement at senior decision-making levels within the UN and governments, at global and country levels	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.	Unlikely (2)	Major (4)	Medium (8)	WPHF Technical Secretariat to introduce WPHF to RC and Senior staff of UN Management Entities 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, is sought 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.	Operations Manual allows for adapted decision-making processes to be put in place on exceptional basis (contextual). In the case of RFC, a silence procedure can be used by the NSC/RSC for example.	Emails, meetings and regular communication with Country Office, GSC Members and other stakeholders	WPHF Technical Secretariat WPHF Secretariat, UN Country Office, UN Resident Coordinators
Contexts including political, health, climate and security changes delay or impede the Fund to operate	Context specific drivers – include Government transition or other political situation with no appointed focal points to take part in the decision process or risk of exposing CSOs to threats or retaliation.	Delayed decision-making processes leads to delay in funding of CSOs and responding to emergencies and needs in a timely manner.	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 implementation or impede the Fund (including the national country level steering committees, Management Entities and partners). For example, during the COVID-19 pandemic, National Steering Committee mechanisms were prioritized and moved online when necessary. If there is a stalemate due to contextual factors that may delay the	Operation Manual allows for adapted decision-making processes to be put in place on exceptional basis (contextual).	WPHF Technical Secretariat to liaise with Country Offices to programme dates for decision making with sufficient time for preparation and agendas to coincide. CfPs can be approved	WPHF Technical Secretariat UN Management Entities WPHF Technical

Risk	Rick Drivers	Risk Outcomes	Likelihood	Consequences	Overall Risk ranking	Mitigation Options	Adaptation Options	Monitoring	Owners
	Political or security barriers to provide with or renew WROs' legal registration.					selection process severely, ad hoc mechanisms are used as per the Operations Manual. In cases where legal registration has expired and cannot be renewed due to the political context, or funds cannot be transferred to an individual due to limited banking access, WPHF to seek waiver on exceptional basis in coordination with UN Management Entity rules.		by ME and RC/RH to avoid delays due to contextual emergencies. Risk mitigation plan for the CSO partner monitoring and use of funds to be developed by the CO.	Secretariat UN Women
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	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	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, restriction on travel, movements and gathering, as well as sanitary regulations. Proposals should also clearly identify political and insecurity risks and propose mitigating measures, to avoid any violence or backlash. 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 Management Entity Check in with CSO and INGO partners	WPHF Technical Secretariat, UN Management Entity
Governance and Strategy Risks									
Fund allocations not aligned to strategic	Requests for funding not	Inefficient use of funds,	Rare (1)	Major (3)	Medium (4)	The WPHF has a Results Framework and processes in place to ensure funding is		Regular consultations	Global Steering

Risk	Rick Drivers	Risk Outcomes	Likelihood	Consequences	Overall Risk ranking	Mitigation Options	Adaptation Options	Monitoring	Owners
objectives and/or poorly prioritized fund allocations	aligned with WPHF strategic objectives, external pressure to allocate funding	do not offer good value for money, not maximizing the fund's added value				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 of eligible countries based on changing context and needs, as well as existing funding to avoid duplication. At the country level, the National Steering Committees also serves as a strategic mechanism to identify, coordinate and allocate funding in areas and organizations under-funded.		with international community and national stakeholders; Review the Fund's Result Framework regularly based on context and funding/aid architecture; Targeted Call for Proposals include global indicators.	Committee members, WPHF Technical Secretariat, UN Management Entity, National Steering Mechanisms / Committees
Duplication of funding with other Funds at Country level	Lack of coordination and communication	Poor value for money, smaller women organizations not reached	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). 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.	Ensuring projects are strategic, build on existing resources	Consultations and coordination with other UN Funds and initiatives at Country and Global levels.	WPHF Technical Secretariat UN Management Entity UN Resident Coordinator

Risk	Rick Drivers	Risk Outcomes	Likelihood	Consequences	Overall Risk ranking	Mitigation Options	Adaptation Options	Monitoring	Owners
Insufficient funding available to reach WPHF goal	Financial crisis, de-prioritization of gender in funding	Results and targets not met	Likely (4)	Major (4)	High (16)	The WPHF Global Steering Committee will help the WPHF Technical 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 other UN and non-UN partners will avail of the opportunities presented with the 25 years anniversary of resolution 1325 (2000), and related follow-up processes, the Pact for the Future and WPS priorities for the next decade, the commitments around the Compact on Women, Peace and Security and Humanitarian Action and other upcoming opportunities to advocate for concrete commitments on financing. The Global Steering Committee will also be working with the group of Friends of 1325 on a regular basis to ensure financial commitments. In addition, WPHF Technical Secretariat will develop annual resource mobilization strategies and seek 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 demonstrate results and continuous needs.	Development of annual resource mobilization strategies, Review of funds available, meetings with donors	MPTFO WPHF Technical Secretariat
Operational and Implementation Risks									
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		Possible (3)	Moderate (3)	High (9)	The UN Management Entity for CSO partners provides technical and capacity building support for women's organizations to design quality interventions and is accountable for the results. UN MEs can also apply for the 5% of the total project allocation to support CSO partners in designing, implementing and reporting WPS-HA projects. Through a partnership with the WPHF Rapid Response Window for peace processes (RRW), several international NGOs also provide technical assistance to women's rights	Small envelopes of funding; funding disbursed in tranches; institutional funding available for applications to strengthen the	Capacity assessment of organizations before signing the contract, result framework design support available from WPHF Technical Secretariat; induction and	WPHF Technical Secretariat, UN Country Offices, Management entities, WPHF INGO partners

Risk	Rick Drivers	Risk Outcomes	Likelihood	Consequences	Overall Risk ranking	Mitigation Options	Adaptation Options	Monitoring	Owners
						organizations and facilitate the efficient implementation of projects aimed at increasing the influence of women in peace processes. 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, at the global level, WPHF produces and shares M&E guidance and tools in several languages based on the needs of WROs. The WPHF Technical Secretariat also reinforces CSO partners' organizational capacity through its Global Learning Hub. Through providing training and knowledge exchange webinars, access to knowledge resources and information on training and fundraising opportunities, peer learning grants and in-person global convenings, CSOs' staff members are better equipped to manage and report on their projects successfully and mobilize further resources to sustain their mandate beyond WPHF funding. Consultations of the WROs regarding their training gaps and priorities are held on a regular basis through an annual survey and post-webinar questionnaires and help shape and adapt the training activities. L-HUB also produces complementary resources such as guides, tip sheets and briefs, on organizational development and programmatic topics	organization's capacity; 5% allocation for capacity strengthening purposes is made available to management entities; onboarding of all CSO partners to the WPHF L-HUB when they start their WPHF-supported project, CSOs remain part of the L-HUB even after the end of their WPHF project and continue accessing learning activities and opportunities	support provided by UN Country Offices	

Risk	Rick Drivers	Risk Outcomes	Likelihood	Consequences	Overall Risk ranking	Mitigation Options	Adaptation Options	Monitoring	Owners
						(strategic planning, resource mobilization tactics, communications and advocacy skills, disability inclusion mainstreaming, integration of climate risks, documentation of human rights violations, self-protection and self-care, etc.). All WPHF training resources are made available to the organizations in English, French, Spanish and Arabic through email, in the L-HUB Facebook group and through a digital library.			
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	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 CSO partners 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/CSO partners, to mitigate the risk and adapt methodologies to context for safe collection of data.	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 methodology as interpretation approaches	Result Frameworks, Annual Reports, communication with country offices and CSOs	WPHF Technical Secretariat, UN Management Entities
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, etc.	Women and CSOs are facing physical and security risks	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	Adaptation measures to be developed closely with the organizations	Emails and communications with women and CSOs partners, and other stakeholders	WPHF Technical Secretariat RRW Unit

Risk	Rick Drivers	Risk Outcomes	Likeliho od	Consequen ces	Overall Risk ranking	Mitigation Options	Adaptation Options	Monitoring	Owners
						Women Country Offices and other MEs' knowledge and expertise of the context provides additional review of potential risks during implementation monitoring. Protection issues and support will be further identified in consultation with CSOs, INGOs and other relevant stakeholders. For implementation during COVID: 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. For the Rapid Response Window: 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. Under the WHRDs window, conflict and language sensitivity approach, simplified process to avoid burden, protection of data and information and careful dissemination of information are principles applied on a daily basis and tailored to the specific risks or needs of the WHRDs. Public reports/messaging on this funding will not mention names, geographical location, or sensitive information, unless approved by the WHRDs and/or anonymized in broader data analysis.	or women at risks and the UN Country Offices/INGO partners.		UN Management Entities RRW INGO partners WHRDs window NGO partners

Risk	Rick Drivers	Risk Outcomes	Likeliho od	Consequen ces	Overall Risk ranking	Mitigation Options	Adaptation Options	Monitoring	Owners
Cases of misuse/mismanagement of funds (including sanctions and sanctioned groups/individuals), fraud and corruption	Lack of internal policy and capacities, limited staff training on fraud etc, lack of awareness of external fraud risks, organizational pressure due to resumption of violent conflict including violent extremism, insurgency of terrorist groups and other contextual factors.	Reputational risk, including the ability of the fund to continue to operate in the country. Harming the local communities. Negative publicity with the potential to negatively affect future fundraising efforts.	Possible (3)	Major (4)	High (12)	At the global level, WPHF Technical Secretariat submits budgets and allocation suggestions, as well as relevant ME/Transmittal forms to the WPHF Global Steering Committee for review and approval. At all levels, organizations are checked against the UNSC terrorist list before contracts are signed for transfer of funds. HACT assessments are conducted for INGO partners of WPHF windows to assess their financial and management procedures. Partnerships are signed if only low risk is identified and recommendations are provided to improve organizational systems. In the Rapid Response Window, INGO partners conduct due diligence/risk assessments that identify the recipients of the funds, as well as the processes in place in their organizations to ensure that the risks of mismanagement and fraud are low, and then propose mitigation measures if necessary. In the Women's Human Rights Defenders (WHRDs) Window, applications go through a due diligence process conducted by WPHF and/or INGO partners, including consultations with OHCHR and UN Women for advocacy applications. In instances where the Window is unable to verify applications these are not supported, and the applications are kept on file for record keeping and reference processes. The WHRD Window has also adopted new measures to track closely		WPHF Technical Secretariat, UN Country Office RRW Unit	Cases of misuse/mismanagement of funds (including terrorist organizations), fraud and corruption

Risk	Rick Drivers	Risk Outcomes	Likeliho od	Consequen ces	Overall Risk ranking	Mitigation Options	Adaptation Options	Monitoring	Owners
						expenditure of funds received by INGOs, and to ensure they have fit for purpose financial management policies and processes as per HACT recommendations to mitigate against misuse/mismanagement of funds. The respective UN Management Entity in country conducts financial trainings with IPs in the framework of kick off meetings and monitoring missions as Management Entity for CSO partners, and financial spot checks. In line with UN rules and regulations Country Offices will halt any partnership in case of any signs of financial mismanagement and conduct further investigations, which can lead to project termination in case of financial mismanagement, fraud or corruption following UN's zero tolerance policy. WPHF conducts through its Global learning Hub regular online training sessions on prevention and response to fraud and corruption available to all CSO partners. RRW and WHRDs window partners have to submit quarterly reports for approval. Funds are transferred in tranches. <u>As UN Women does not have a modality for safety net grants directly to Women Human Rights Defenders, the WPHF partners with MPTFO to initiate projects with the Window's INGO partners who disburse individual protection grants to WHRDs. Under the MPTFO Framework agreement the WHRD Window disburses grants ranging from</u>			

Risk	Rick Drivers	Risk Outcomes	Likeliho od	Consequen ces	Overall Risk ranking	Mitigation Options	Adaptation Options	Monitoring	Owners
						<u>\$90,000 USD to \$800,000 to INGO partners who subsequently process and disburse safety net grants to WHRDs from conflict and crises settings.</u> <u>Under the MPTFO Framework agreement a level of due diligence is conducted prior to signing of the agreement by both parties, during the period of the agreement, and following the conclusion of a project period/agreement. This includes ensuring that the INGO partners meet a low risk HACT assessment rating, review of the dependency ratio on WPHF funds, review of institutional audit reports, and financial statements submitted to MPTFO by the INGO partner. In addition to this MPTFO requires submission of quarterly financial reports and annual reports from each INGO partner.</u> <u>As an additional measure the WPHF has initiated four processes for streamlined review of documents submitted to MPTFO related to the management of the Framework Agreement, and for closer financial oversight of its INGOs partners:</u> <u>1. Standard Operating Procedure on Management of NUNO partners</u> <u>2. The WHPF has developed a SOP that outlines the entire process of identifying and onboarding NUNO partners, disbursement of funds through various tranches, quarterly and annual narrative and financial reporting both to the WPHF and</u>			

Risk	Rick Drivers	Risk Outcomes	Likeliho od	Consequen ces	Overall Risk ranking	Mitigation Options	Adaptation Options	Monitoring	Owners
						<u>MPTFO, cost and no-cost extension requests, closure of projects and off boarding of partners.</u> 3. <u>Checklist for Cost Extension/No Cost Extension Requests and Release of Tranches of Funding</u> 4. <u>The WPHF has developed a template that seeks to outline clearly the documents required from INGO partners to process cost extension/no cost extension and release of funds requests. Only requests that meet all the requirements outlined in the checklist are forwarded to MPTFO for review and processing.</u> 5. <u>Quarterly Spot Checks for NUNOs</u> 6. <u>As of Q2 of 2025, the WPHF requires its INGO partners to submit detailed transaction lists one month after the end of every quarter. The WPHF reviews the detailed transaction list, verifying quarterly expenditures against approved budgets and work plans of the INGO partners. The WPHF identifies at least 20% of transactions processed in the quarter, and requests submission of supporting documents to verify the nature and process of the transactions.</u> 7. <u>Audits for NUNOs</u> 8. <u>All NUNOs in 2025 have been required to include a budget for WPHF project specific audits, for closer oversight of utilization of</u>			

Risk	Rick Drivers	Risk Outcomes	Likelihood	Consequences	Overall Risk ranking	Mitigation Options	Adaptation Options	Monitoring	Owners
						<u>WPHF resources disbursed to NUNOs.</u>			
Cases of Sexual Exploitation, Abuse and Harassment (SEAH)	Conflict, insecurity, violent extremism, patriarchal norms, sexism, power. Lack of internal policy and monitoring.	Women and CSOs are facing sexual, physical and security risks	Possible (3)	Major (4)	High (12)	Prevention: the PCAs includes specific language on SEAH and this issue is raised during inception meetings with CSO partners (by Country level Management Entity). In addition, the WPHF Global Learning Hub (L-HUB) is conducting regular training sessions to strengthen the abilities of WROs' staff to prevent and respond to SEAH. In this sessions, civil society partners are trained on safe recruitment processes to avoid hiring perpetrators of SEAH, the implementation of survivor-centered approaches and strategies to create a culture of reporting in their organizations. The webinar is organized on a yearly basis for newly onboarded WPHF CSO partners. The L-HUB also published a tip sheet to provide concrete guidance, tips, and tools to help local WROs tackle this serious and sensitive issue through adequate prevention policies and reporting mechanisms. Moreover, the WPHF L-HUB is disseminating external resources and training opportunities on SEAH among the WPHF CSO partners through email and the L-HUB Facebook group. A zero tolerance policy is applied throughout the process and contracts with CSO partners include relevant language. If a case of SEAH is detected, the Management Entity informs WPHF, it/WPHF ends the contract with the CSO partner, and re-allocates the funds to other projects under the guidance of the decision-making committee (NSC/GSC).		WPHF Technical Secretariat UN Country Offices INGO Partners	Cases of Sexual Exploitation, Abuse and Harassment (SEAH)

Risk	Rick Drivers	Risk Outcomes	Likeliho od	Consequen ces	Overall Risk ranking	Mitigation Options	Adaptation Options	Monitoring	Owners
						INGO partners of the WPHF WHRDs window undertake a SEAH risk assessment and build together with WPHF a capacity building plan to improve their processes. INGO Partners are required to score a minimum of 4 out of 6 based on the score allocated for each PSEA requirement. The Window unit follows up with partners, and ensures all necessary measures are taken within 6 months of a signed project document for the institution to reach the minimum score of 4 out of 6, and works with the INGO over the last 6 months to ensure their PSEA policy warrants a 6 out of 6 score.			

Annex 16: Emergency Track Process

Purpose and Scope

The emergency response process of the United Nations Women's Peace and Humanitarian Fund (WPHF) aims to accelerate the speed in which funds are channelled to local women's rights organizations in situations of acute crisis so they can rapidly respond to the needs on the ground.

The process includes a first phase to fast-track the selection and contracting of CSOs on the frontlines of the emergency response, and a second phase to reinforce, complement and expand the existing efforts by engaging a wider number of organizations ensuring longer term intervention along the Humanitarian-Development- Peace Nexus. The funding allocated includes both institutional and programmatic funding, to ensure that women's organizations can adequately respond to the emergency and sustain themselves during such critical times.

Two-phase Implementation Procedure

To enable the funding to reach women's rights organizations on the ground rapidly, the WPHF emergency response takes a two-phase approach (*see graph 1*).

As soon as funding is made available, the WPHF Technical Secretariat informs the UN RC/HC of the allocation. The RC/HC shall designate one or more Participating UN Organizations (PUNOs) to implement the emergency response, as well as the respective envelope of funding to be allocated to each PUNO, where relevant, in consultation with the WPHF Technical Secretariat. The PUNO(s) involved in the emergency response shall preferably be familiar with WPHF or currently implement a WPHF allocation to ensure rapid implementation.

Phase 1: Targeted Call for Proposals

Under phase 1, selection and contracting of CSOs is fast-tracked by issuing a targeted Call for Proposals to a limited number of pre-identified organizations having passed UN capacity assessments in the past 2 years, and by streamlining the decision-making process through the RC/HC (a National or Regional Steering Committee will not be required in this case). The PUNO can request up to 3% of the sum allocated under phase 1 for Monitoring and Evaluation of projects.

The WPHF Technical Secretariat drafts a targeted Call for Proposals (CfP) in cooperation with the PUNO(s) and the RC/HC Office, for final approval by the RC/HC. Funding available for a targeted CfP should range from a minimum of 500,000 USD to a maximum amount of 3 million USD per call.

The PUNO(s) is/are responsible for pre-identifying the organizations to which the CfP will be sent, in coordination with the RC/HC and with inputs from WPHF Technical Secretariat, other PUNOs and UN organizations or networks as relevant. The pre-identified organizations must be:

- Women's rights, youth rights, or feminist organizations, women-led or young women-led or have a proven track record in WPS and HA or women's rights (or, as specified in the CfP);
- Work at the national, sub-national, or local/grassroots level.
- Have successfully passed a UN capacity assessment in the past two years; and
- Have the capacity, expertise and reach to respond to the emergency needs.

The CfP shall be open for up to two weeks for those CSOs pre-identified, with the possibility to extend, if needed, after approval from the WPHF Technical Secretariat. The PUNO(s) shall support the application process through an information session provided to all and answering questions from pre-selected organisations. The WPHF Technical Secretariat completes the longlisting and shortlisting of the proposals through technical evaluations within 3 working days (for up to 25 applications received). In case over 25 project proposal are received, the WPHF Technical Secretariat agrees on a timeline for evaluations with the RC/HC and PUNO. The shortlisted proposals are shared by the WPHF Technical Secretariat with the RC/HC office and the PUNO(s) for their joint consideration.

Based on available funding, the RC/HC approves a selection of projects from the shortlist and their budget allocations (through an email confirmation). A written approval including a short justification for selection must be shared with the WPHF Technical Secretariat before the PUNO(s) inform(s) the CSOs. While the WPHF Technical Secretariat conducts a rapid project review of the project documents to enhance quality, the PUNO begin(s) the contracting process. The WPHF Technical Secretariat prepares the transfer forms: PUNO Form and Transmittal Form (TF). The PUNO Form and TF form are shared with the PUNO(s) and RC/HC office for signatures. Once these are signed, WPHF proceeds with the transfer from MPTF to the PUNO(s).

The PUNO(s) shall receive 7% of the total allocation for management of the WPHF portfolio. They may also apply for 3% of the phase 1 allocation for monitoring and evaluation costs. This amount shall be deducted from the available programmable amount and shall be approved by the WPHF Technical Secretariat (through the submission of the Operations Manual Annex – Monitoring and Evaluation Direct Costs at the Country Level)

Project implementation period can be up to a maximum of 18 months.

Due to the nature of the targeted calls for proposals, and in order to have a wider reach and distribution among civil society actors in line with WPHF mission, phase 1 calls shall encourage the use of sub-granting as much as possible among applicants.

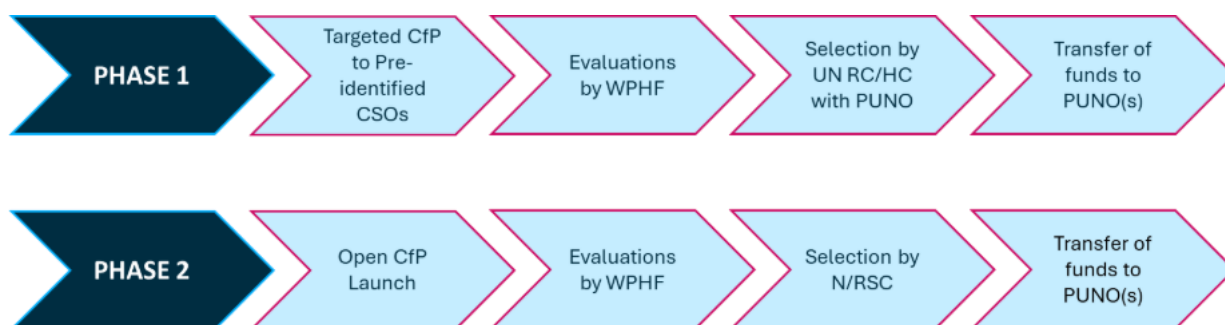
Phase 2: Open Call for Proposals

Phase 2 of the emergency response track follows the same process as the Regular Funding Cycle Calls for Proposals, including use of public open calls and decision-making by N/RSC. The PUNO(s) can request up to 5% of the total allocation (of phase 1 + phase 2) for capacity strengthening of WPHF CSO partners (through the submission of the Operations Manual Annex – Capacity Strengthening Template). If a PUNO only implements Phase 1 of the emergency response, it can apply for the 5% also under Phase 1.

The PUNO can apply for up to 3% of the allocation (of phase 2) for Monitoring and Evaluation of projects (through the submission of the Operations Manual Annex – Monitoring and Evaluation Direct Costs at the Country Level or addendum, as appropriate). If several PUNOs are receiving the funding, the capacity strengthening 5% and 3% for monitoring and evaluation will be distributed proportionally to each PUNO based on the total WPHF funding each manages.

In certain cases, if funding is immediately available, the open Call for Proposals can be launched at the same time as the targeted one; the RC/HC may decide to sequence the launch of the CfPs.

Graph 1: a two-phase approach for faster response to emergencies.



Management Set Up for Emergency Track Phase 1

The RC/HC (Office) is the final decision-making entity in-country regarding the WPHF allocation, ensuring coordination and complementarity with other (emergency) responses. The PUNO(s) support(s) the RC/HC (Office) in the selection of eligible CSOs and in the decision-making. The PUNO is responsible for communication with and contracting of CSOs as well as for the monitoring of project implementation, and is the main contact point for WPHF for day-to-day communication. The WPHF Technical Secretariat supports the RC/HC (Office) and PUNO(s) in all steps and manages communication with the WPHF Global Steering Committee and MPTFO.

The RC/HC through the Secretariat of the National or Regional Steering Committee (NSC/RSC) shall inform the R/NSC of the selection.

Management Set Up for Emergency Track Phase 2

Phase 2 of the emergency response track follows the same process as the Regular Funding Cycle Calls for Proposals, including use of public open calls and decision-making by National/Regional Steering Committees.

Annex 17: 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

Nearly 25 years after the adoption of the landmark UN security Council Resolution 1325, the world is experiencing a reversal of generational gains in women's rights while violent conflicts, military expenditures, military coups, displacements and hunger continue to increase. In several countries, violent extremist groups and military actors have taken power by force, revoking previous commitments on gender equality and persecuting women for speaking up or simply for going about their daily lives⁵¹. "Women continue to face entrenched barriers to direct participation in peace and political processes, and women's organizations struggle to find resources while military spending continues to grow every year⁵². In peace processes, negotiating parties continue to regularly exclude women, and impunity for atrocities against women and girls is still prevalent. As recognized by the UN Secretary-General in his call to action for Human Rights, concrete measures are needed to overcome longstanding barriers and fast-track women's direct participation in peace and political processes. This requires actively engaging women's groups and women-led civil society organizations, integrating gender in political and conflict analysis, and putting specific measures in place to ensure women's equality in these processes. Women's direct participation as mediators, negotiators and signatories remains an exception despite repeated calls for change⁵³. The political space for women to participate in decision-making on peace and security is decreasing⁵⁴.

Women's full, equal, and meaningful participation in all efforts to build sustainable peace is firmly rooted in the principles of equality and non-discrimination enshrined in the United Nations Charter and international humanitarian and Human Rights law. This right is at the heart of the women, peace and security agenda. There is evidence of the value of women's meaningful participation in peace processes and implementation, with the likelihood of reaching more sustainable and inclusive⁵⁵. Advocating for and supporting targeted measures to advance women's direct participation is critical for advancing substantive equality and building inclusive and sustainable peace⁵⁶.

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 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.⁵⁷ 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.

⁵¹ UN Secretary General Women and Peace and Security Annual report, October 2022, S/2022/740, p.1

⁵² UN Secretary General Women and Peace and Security Annual report, October 2022, S/2023/725, p.1

⁵³ NGO Working group 2023 Open Letter to Permanent Representatives to the United Nations in advance of the annual Open Debate on Women, Peace and Security, 16 October 2023.

⁵⁴ Peace Talks in Focus 2022. Report on Trends and Scenarios.

⁵⁵ UN Women, Christine Bell (2018) Accessing Political Power : Women and Political Power-Sharing in Peace Processes p.4; Similarly a hundred studies indicate a link between sex and gender inequality and violent outcomes (Cohen and Karim, 2022).

⁵⁶ UN Secretary General Women and Peace and Security Annual report, October 2023, S/2023/725, p.2.

⁵⁷ Jana Krause, Werner Krause & Pii 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)

In October 2019, in his annual report on Women, peace and security,⁵⁸ 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, 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.

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).⁵⁹

After a pilot phase with significant results supporting CSOs and Women peacebuilders, the RRWs relevance continues to grow and has shown significant impact.

Objectives and scope

The RRW's overall objective is to address funding gaps for women peacebuilders and women's civil society organizations to influence and participate in peace efforts, notably in formal peace processes (Track 1, 1.5 and 2) and the implementation of peace agreements⁶⁰. More specifically, it is a funding mechanism which will support strategic civil society urgent 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 urgent support. While the scope is large⁶¹, initiatives will be short in duration (up to 6 months) 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 serves as a demand-driven and context-specific⁶² 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 with a Track 1, track 1.5 or Track 2 peace process or implementation of a peace agreement.

⁵⁸ UN Secretary General Women and Peace and Security Annual report, 9 October 2019, S/2019/800, p.37

⁵⁹ A broader mapping on resources allocated to civil society on peace processes would be needed.

⁶⁰ **Track 1:** High-level decision-making process involving country leadership or national governments often led by the UN, or multilateral regional organizations through a committee or a special envoy. For example: Ceasefire, National Dialogues, Peace Treaty negotiations, Political Transition, Constitution Writing, and International Mediation.

Track 1.5: Hybrid initiatives that convene both official representatives of a peace process (Track 1) and unofficial actors such as experts, civil society leaders, academics, or former officials (Track 2) in a less formal environment where participants can explore options for ending violence, build trust, and generate ideas that can support or influence official negotiations.

Track 2: Usually convened in parallel to or to work towards a Track 1 process. Track 2 processes influence or advise a Track 1 process, and/or raise awareness to strengthen community buy-in. They may take the form of a conference, workshop or forum involving women peacebuilders, civil society, community leaders, and other experts and mediators.

Peace Agreement Implementation: An agreement has been reached and signed at the international, national and subnational level (e.g. a political settlement, a ceasefire, etc.). Women peacebuilders and civil society work to hold decision-makers accountable on the commitments made through, for example, monitoring mechanisms or committees, parliamentary processes, Truth and Reconciliation Commissions, reporting and shadow reporting

⁶¹ 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.

⁶² See figure 1 below.

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 provide support to define their strategies and lead their initiatives, while amplifying their voices and strengthening their capacity and leverage multi-partnerships strengths for better and more impact.

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 urgent requests and initiatives in the context of a peace process and peace agreement implementation:

- Logistical support:
 - Travel related logistical support (flights, DSA, visas, accommodation ...);
 - Translation, printing, document design/layout, interpretation, Braille transcription and other communication and language related support,
 - Access for women/people living with disabilities,
 - Events and workshops organization related support (conference room rental, etc.),
- Technical support:
 - Expertise and technical support to conduct and facilitate trainings, networking, workshops, consultations with women peacebuilders and women's CSOs to strategize on means of influencing peace processes, and connection with key stakeholders for dialogues, buy-in and more.
 - Advocacy efforts and lobbying campaigns for women's inclusion in peace and political processes.
 - Advocacy efforts and lobbying campaigns for women's inclusion in the implementation and monitoring mechanisms of peace agreements.
 - Evidence based advocacy and data collection analysis and dissemination, amongst decision makers and key stakeholders, to feed into a process;
 - Coaching, capacity strengthening and preparatory sessions of women delegates, observers to peace negotiations and women peacebuilders participating in decision-making processes.
 - Women participating in decision-making processes.
 - Consultations and community engagement to feed into high level (track I or track II) formal peace negotiations/agreements.
 - Coalition building and development of common agenda to influence specific peace process.
 - Cross-border dialogues and regional and neighboring countries knowledge sharing on addressing gaps hindering women's effective influence in formal peace processes.
 - Analyzing the gender provisions of a formal implementation agreement adopted on a sub-national, national, regional or international level, and provide recommendations from a gender lens.
 - Organizing and drafting participatory declarations/demands to influence decision-making processes.

Amount and duration of the support provided

The RRW will support these initiatives through:

- [Short Term Grants](#) (STG) (up to 100, 000 USD for 6 months project) for CSOs;
 - with exceptional cost-extension for promising initiatives⁶³ up to 50, 000 USD for an additional 3 months max;

⁶³ Promising initiatives refer to directs interventions that will enhance and leverage actions implemented during the STG in order to improve significantly opportunities for women influence in a peace process or gender provisions of the implementation of a peace agreement.

- With no-cost extension for up to 3 months to allow flexibility and adaptation to evolving context.
- **Direct Supports** (DS), up to 30, 000 USD, for CSOs, individuals and informal group of women peacebuilders, and UN entities on behalf of CSOs or an informal group of women peacebuilders⁶⁴.
 - With exceptional cost-extension for unforeseen circumstances up to 15, 000 USD.

Both Short Term Grants and Direct Supports for CSOs if necessary:

In certain circumstances, and based on sensitivity or risk considerations, INGO partners or Regional Organizations (NUNOs), as well as UN entities (PUNOs), may apply for Direct Support on behalf of individuals, informal groups, or civil society organizations (CSOs). In such cases, up to two Direct Support requests may be submitted simultaneously, provided there is a strong and well-justified rationale. However, applications submitted on behalf of individuals or CSOs are not permitted under the Short-Term Grants modality.

Eligibility

Direct Support: individual women peacebuilders or national, regional, local women's rights organizations, youth focused, or young women led organizations, feminist civil society organizations, networks of women mediators can apply. Coalitions among CSOs are also eligible. A legal registration is not required for a Direct Support.

Short-Term Grants: national, regional, local women's rights organizations, youth focused, or young women led organizations, feminist civil society organizations can apply. Coalitions among CSOs are also eligible. A proof of legal status is mandatory. For joint applications, the lead applicant organization must have legal status and must submit proof of legal registration with the application package. Exceptionally, a registration in another country can be accepted if the registration in the country of intervention is complicated due to conflict. Organizations that have an international scope of interventions are not eligible.

CSOs can apply to both Short-Term Grants and Direct Support at the same time with a separate application form for each. The approval of one stream does not guarantee the approval of the other stream.

- Local and national women led /women's rights CSOs can also apply to both STG and DS stream at the same time or consecutively,
- Local and national women led/women's rights CSOs can apply to Short-term grant stream only once. They can, however, partner with other CSOs, under the umbrella of a consortium, where another CSO is the lead focal point to benefit from a second grant. The review and evaluation of the new proposal will follow the same process and depend on the timeliness of the suggested intervention and complementarity with previous results,
- Local and national women led/women rights CSOs, women peacebuilders, unregistered women movements and mediations can benefit from direct support stream up to two times. The review of the new request will follow the same process and depend on the timeliness of the suggested intervention and to what extent it builds on previous results.

Applications can be submitted directly through the RRW email address. Proposals can also be sent through DPPA, INGOs (including NUNOs partners) and UN Country/Regional Offices. They will transfer the application to the RRW unit.

Governance structure

The Rapid Response Window will be managed by the WPHF Technical Secretariat .

The Rapid Response Window Unit, hosted by the WPHF Technical Secretariat will:

- Coordinate between different stakeholders, including NUNOs/PUNOs, implementing partners, UN entities, CSOs and networks of women mediators,

Manage and oversee the funding cycle from proposal evaluation through selection of implementing partners and direct implementation (see figure below).

⁶⁴ An applicant could benefit a maximum of two DS requests per year.

- Provide technical support and recommendations for STG and Direct support grants. .
- Monitor the implementation of grants and direct support services.
- Develop relevant knowledge products.
- Support capacity strengthening initiatives where relevant.
- Develop relevant analyses on peace processes.

The RRW Unit will be supported by a dynamic Technical Committee to provide recommendations for approval on applications shortlisted. The Technical Committee will be composed of:

- RRW I/NGO partners
- 1 UN Women WPS Team representative.
- 1 representative from DPPA (for requests that target a track 1 peace process).
- 1 representative of Member states in the WPHF Board will be offered the opportunity to be a member and provide overall feedback on the proposal

Selection process and quality control

Concept note for Short Term Grants and Proposal template for Direct Support to submit requests will be available on the WPHF website.

Selection and decision-making process:

- For amounts below 30,000 USD, the RRW Unit will evaluate proposals and will submit their recommendation to the Deputy Head of WPHF Technical Secretariat , who will approve or decline the recommendation. The Technical Committee will be notified by the RRW Unit if the request is approved definitively.
- For amounts between 30,000 USD and 70,000 USD, the Technical committee will approve or decline the request and will make recommendations on the type of support and partner to implement. There will be two tracks to process the requests in a timely manner for proposals submitted between 30,000 and 70,000 USD:
 - Fast-track (2 days review for the Technical Committee) for very urgent requests;
 - Normal track (4 days review for the Technical Committee) for the other requests.

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

- For amounts above 70,000 USD, the Technical Committee will have 5 days to review..⁶⁵

For a request to be approved or rejected by the Technical Committee, the proposal will be submitted by email to the members with a silence procedure and a quorum of 50% of responses needed to move forward with the process. The RRW Unit shares the recommendation to the CSO if there is no red flag raised by the WPHF largest RRW window Donor representative.

The WPHF-RRW provides support through INGOs partners or Regional Organizations (NUNOs) with ongoing agreements, UN entities (PUNOs) or directly in some cases.

The NUNOs will be recruited through a Global Call for Proposals launched by the WPHF Technical Secretariat . Selection of partners falls under the responsibility of the WPHF Global Steering Committee. Up to 25% of the budget may be allocated to management costs, technical and advisory support to WLOs/WROs, including project management, monitoring and evaluation, travel, and related expenses. The initial project duration will be two years, with the possibility of extension based on performance and the availability of funds. Each participating NUNO will be required to appoint a dedicated focal point. Transfers of funds to NUNOs will be administered through the MPTFO.

The WPHF-RRW may allocate resources to PUNOs supporting multiple RRW initiatives in sensitive contexts, subject to approval by the Global Steering Committee. Up to 15% of the programmable budget may be designated for management costs, including technical and advisory support to WLOs/WROs , project

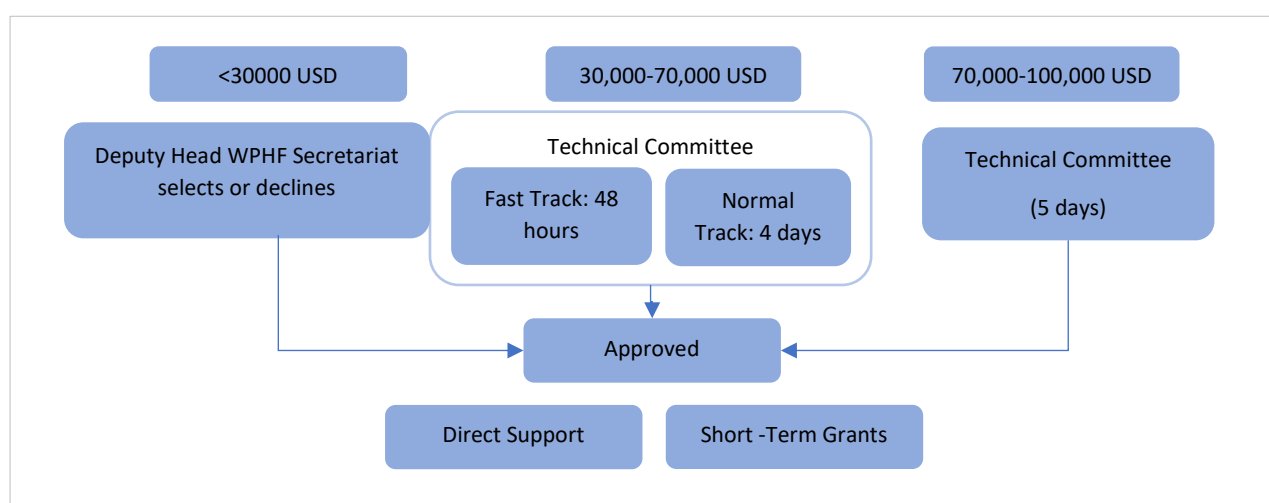
⁶⁵ Exceptions can be considered in terms of the time frame in situations/countries where costs might be very high, and the urgency would not allow so much time.

management, monitoring and evaluation, travel, and related expenses. This arrangement is intended to ensure adequate capacity for delivering technical support and to strengthen collaboration throughout implementation. The project duration will be one year, with the possibility of extension based on performance and available funding. Each participating PUNO will be required to assign a dedicated focal point to liaise with the WPHF RRW Unit. PUNOs transfer of funds are administered through MPTFO.

In some cases, where a NUNO or a PUNO RRW's partner is unable to provide a Direct Support or a Short term grant, the RRW may channel the support through another Un entity. The UN entity will receive a support cost of up to 7% of the total approved CSO/women peacebuilder project amount. The Support Cost will be processed by the RRW Programme Manager following approval from the Head of the WPHF.

In exceptional cases where NUNOs, PUNOs, or UN entity are unable to provide support due to political sensitivities, operational constraints, or other considerations, the WPHF may decide to directly provide the support. This decision will be taken following prior notification to the Technical Committee and will be contingent on a valid due diligence and risk capacity assessment of the CSO partner for STG projects.

Figure 2: Selection process



Extension process and quality control

The RRW Unit will evaluate requests for exceptional cost- extension from CSOs or women peacebuilders based on demonstrable, promising achievements that are likely to enhance the impact of the ongoing project. Requests for exceptional cost extensions may also be considered in cases of unforeseen circumstances that affect the cost of delivering support. The request is submitted through the NUNO/PUNO or in exceptional cases, the UN entity that provides the support.

For Short Term Grants (STG), the request should not exceed an additional grant of 50,000 USD for an additional period of 3 months. Requests under 30,000 USD require approval from the Deputy Head of WPHF, while those exceeding 30,000 USD require approval from the Head of WPHF.

For Direct Support, the request should not exceed an additional support of 15,000 USD for an additional period of 3 months. The RRW Programme manager will provide a recommendation for approval or rejection to Deputy Head of the WPHF Technical Secretariat.

Requests for no-cost extensions for NUNOs and PUNOs partners are approved by the Head of the WPHF Technical Secretariat, following justification on the rationale to extend the project beyond the approved timeline, and submission of an updated project document. Requests for cost extensions are approved by the Global Steering Committee, following the submission of an updated project document with the justification and updated detailed budget.

Risks and mitigation

Risks	Level	Impact	Mitigation measures
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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, NUNOs/PUNOs 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 Programme analyst 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.
Requests submitted to the Technical Committee 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. A kind reminder will be sent one day before the deadline.
Efforts are isolated and therefore impact is limited.	Low	Medium	WPHF Technical Secretariat RRW unit will be communicating regularly with UN Country presence, Women Mediators Networks, Feminist Networks, DPPA and other stakeholders as relevant, to share information, ensure no duplication and the integration of efforts where possible.
Mismanagement of funds and delays in transfers by NUNOs	Medium	High	The WPHF partners with MPTFO to initiate projects with the Window's NUNOs partners who disburse Direct Support and Short Term grants. Under the MPTFO Framework agreement, the RRW Window disburses grants up to 30,000 USD for Direct support (DS) and 100,000 USD for short term grants (STG), with possible extensions of 15,000 USD for DS and 50,000 USD for STG. Under the MPTFO Framework agreement a level of due diligence is conducted prior to signing of the agreement by both parties, during the period of the agreement, and following the conclusion of a project period/agreement. This includes ensuring that the NUNO partners meet a low risk HACT assessment rating, review of the dependency ratio on WPHF funds, review of institutional audit reports, and financial statements submitted to MPTFO by the NUNO partner. In

addition to this MPTFO requires submission of quarterly financial reports and annual reports from each NUNO partner.

As an additional measure the WPHF has initiated four processes for streamlined review of documents submitted to MPTFO related to the management of the Framework Agreement, and for closer financial oversight of its NUNOs partners:

1. *Standard Operating Procedure on Management of NUNO partners*

The WPHF has developed a SOP that outlines the entire process of identifying and onboarding NUNO partners, disbursement of funds through various tranches, quarterly and annual narrative and financial reporting both to the WPHF and MPTFO, cost and no-cost extension requests, closure of projects and off boarding of partners.

2. *Checklist for Cost Extension/No Cost Extension Requests and Release of Tranches of Funding*

The WPHF has developed a template that seeks to outline clearly the documents required from NUNO partners to process cost extension/no cost extension and release of funds requests. Only requests that meet all the requirements outlined in the checklist are forwarded to MPTFO for review and processing.

3. *Quarterly Spot checks for NUNOs*

The WPHF requires its NUNOs partners to submit detailed transaction lists one month after the end of every quarter aligned with the quarterly financial reporting submitted to MPTFO. The WPHF reviews the detailed transaction list, verifying quarterly expenditures against approved budgets and work plans of the NUNOs partners and match it with the reported expenditures submitted to MPTFO. The WPHF identifies at least 20% of transactions processed in the quarter, and requests submission of supporting documents to verify the nature and process of the transactions. *Audits for NUNOs*

All NUNOs will be required to include a budget for WPHF project specific audits, for closer oversight of utilization of WPHF resources disbursed to NUNOs.

Delays in fund transfer and expenditure reporting for PUNOs

Low

Medium

The RRW Unit will organize regular coordination calls with PUNO teams to review the status of fund transfers and proactively address any emerging delays. A centralized tracking tool will be maintained to monitor transfer requests, disbursement dates, and reporting submissions across all PUNOs. PUNOs will be required to promptly inform the Secretariat of any anticipated delays in fund transfers or financial reporting and submit a corresponding corrective action plan. The RRW Unit will also conduct periodic reconciliations between MPTFO, PUNO, and Secretariat financial records to ensure timely identification and resolution of pending transfers or reporting gaps. When necessary, the Unit may authorize temporary activity re-phasing or no-cost extensions to minimize the operational impact of delayed fund flows.

Measuring impact and documenting lessons learned and best practices

The WPHF Technical 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 Technical 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 (NUNOs and PUNOs) 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 Global Steering Committee, Technical Committee and through the WPHF Community of Practice, the website and social media channels. WPHF will also share with DPPA and UN focal points⁶⁶ at the Country level.

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), 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 Global Steering Committee 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.

⁶⁶ This can include UN Women WPS Specialist, advisor and/or Representative, DPPA HQ focal point, and other stakeholders engaged in the process.

Annex 18: Concept Note – Window on WHRDs

The WPHF Funding Window for Women Human Rights Defenders in conflict and crisis affected countries

Background Women Human Rights Defenders (WHRDs) that promote peace and defend human rights in conflict and crisis affected settings face many threats and challenges. They challenge systems linked to violence, question political power structures and aim to change gendered power relations to build more inclusive and lasting peace. WHRDs are at higher risk of experiencing sexual violence and rape⁶⁷ and are targets of femicide, sexual violence, attacks against their sexual and familial reputations, violence within the home and the organizations where they work, and gender-based travel bans.⁶⁸ 2020 saw the most killings of human rights defenders, including women human rights defenders, recorded in more than a decade of tracking (331), but this alarming number was muted by the global pandemic and less covered by the media.⁶⁹ When WHRDs face targeted violence, it is often with the aim of discrediting their work for justice and human rights and deterring or forcibly excluding them from decision-making processes.

Additionally, WHRDs' contributions to peace in their communities, during and after conflict, whether through assisting victims of violence, or negotiating with different armed actors and contributing to peace-building initiatives are often ignored. This lack of recognition can limit their access to solidarity organizations and networks, international institutions, and donors, and increase threats to their security.⁷⁰ Without WHRDs' perspectives in decision-making in conflict and crisis settings, it is less likely that provisions related to the protections of women's and girls' rights will be included in any peace process and political settlement.

International Calls for Action to support WHRDs in Peacebuilding and Humanitarian Action

There have been numerous calls for action for a dedicated funding mechanisms for WHRDs, including specifically for the evolving crisis in Afghanistan.⁷¹ A recent open letter from the NGO Working Group on WPS, signed by 373 feminist organizations from 88 countries, called Member States and the UN to do more to protect and support WHRDs and to ensure more safe spaces for their voices to be heard. It notes that "At present, few practical resources are available in urgent, life-threatening individual cases of defenders at risk, and the responsibility of providing protective measures falls largely on other civil society organizations. This represents a critical protection gap that both States and the UN must work with civil society to urgently address."

Moreover, the UN Special Rapporteur on the situation of human rights defenders recommended⁷² Member States to:

- Dedicate part of their budget to strengthening the participation of women in human rights activities, ensuring that they are supported to respond meaningfully to issues in a sustainable manner.
- Refrain from interfering with funding provided to women for human rights work and ensure that legal and administrative frameworks do not restrict access to funding for human rights activism.

⁶⁷ UN Special Rapporteur on the situation of human rights defenders. Commentary to the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms. July 2011. Web. January 2014. page 19.

⁶⁸ Supporting Women Human Rights Defenders, Internal Guidance Note, UN Women, August 2020

⁶⁹ United Nations Human Rights Office Of the High Commissioner, UN Women, NGO Working Group on Women, Peace and Security, Protection Women Human Rights Defenders in Conflict: A consultation with Civil Society held from January 10th to January 12th, 2022, Summary Report, January 2022.

⁷⁰ Women Human Rights Defenders International Coalition, Global Report on the Situation of Women Human Rights Defenders. p. 27 and 28, 2012.

⁷¹ Activists calls for a UN-wide policy to support and protect women human rights defenders , 1 March 2019 (<https://www.awid.org/news-and-analysis/activists-call-un-wide-policy-support-and-protect-women-human-rights-defenders>); Appeal for Urgent Action to Protect Human Rights Defenders at Risk: <https://www.frontlinedefenders.org/en/statement-report/appeal-urgent-action-protect-human-rights-defenders-risk>; Afghanistan: Joint Call for Immediate End to Attacks against human rights defenders and need for protection and accountability: <https://www.frontlinedefenders.org/en/statement-report/afghanistan-joint-call-immediate-end-attacks-against-human-rights-defenders-and>; Afghanistan: Urgent action needed to protect women rights defenders - OMCT <https://www.omct.org/en/resources/statements/afghanistan-urgent-action-needed-to-protect-women-rights-defenders>

⁷² Situation of Women Human Rights Defenders, Report of the Special Rapporteur on the situation of Human Rights Defenders, 2019 - <https://documents-dds.ny.un.org/doc/UNDOC/GEN/G19/004/97/PDF/G1900497.pdf?OpenElement>

- Address barriers to the participation of women defenders in public life, including in regional and international human rights forums, such as travel bans, visa restrictions and their lack of identity or travel documents and resources.

Objectives and Scope The WPHF WHRD Window is a dedicated Funding Window to support WHRDs - from/working in crisis and conflict affected countries- and contributes to the international community's support to WHRDs. The window responds to the increasing needs and calls for support from WHRDs for flexible resources to support their work and needs and increase their participation in decision-making and advocacy spaces to build just and inclusive peace. The requests for support of WHRDs in fragile settings, in particular Afghanistan, are increasing at alarming rates with requests reaching WPHF, UN Women Country Offices, INGOs and governments on a daily basis.

WPHF consulted several Afghan WHRDs as well as UN and INGO representatives to understand how current programmes operate, their gaps, needs and best practices in providing flexible accessible funding to WHRDs. A brief mapping of INGOs and foundations with programmes providing protection grants and relocation support to WHRDs was undertaken by the WPHF Technical Secretariat to inform the design of a Funding Window for Women Human Rights Defenders. The mapping found that funding opportunities for WHRDs specifically are limited and that existing programmes are often short-term to respond to the array of their challenges and needs, including as mothers with the support rarely extending to their dependents at risk. Furthermore, in most cases, the protection of women is approached in silo of their participation and not as an inherent condition to ensure the sustainability of their commitment to peace. Building on existing mechanisms and lessons learned, the WPHF Funding Window for WHRDs provides additional entry points for WHRDs' access to support and fund their urgent needs.

The WPHF Funding Window to support WHRDs covers essential protection and advocacy support gaps for WHRDs, and provides added value by combining existing grant management expertise with WPHF's advocacy and platform to mobilize support at all levels.

The WPHF Funding Window for WHRDs provides flexible funding support to WHRDs from/working in conflict and crisis affected settings to support both their participation and protection and not one at the cost of the other. It is essential for this window to remain flexible and adapt to their needs, keeping the voices of WHRD at the core of the WPHF window's design and response.⁷³

Thematic focus

This Funding Window is aligned with WPHF outcome area 5: Ensuring that women and girls' safety, physical and mental health and security are assured, and their human rights respected. This Funding Window responds to the specific and urgent needs of WHRDs as leading actors for peace and human rights with simplified processes and flexible support. It will address the myriad protection and participation needs of WHRDs, as well as mobilize and leverage the political will of UN agencies and donor governments through WPHF as an effective convening body and platform.

Principles of Participation, Non-Duplication and Collaboration

The WPHF Funding Window for WHRDs will build on WPHF and UN Women's longstanding relationship with women's organizations and strengthen linkages and partnerships for flexible support to WHRDs working for inclusive peace.

A partnership between WPHF and I/NGOs will be set up to complement organizations' expertise and access to WHRDs with advocacy entry points for the rapid support of WHRDs worldwide. Close collaboration between WPHF, UN agencies (including UN Women and OHCHR), I/NGOs, and Member States will ensure coordinated efforts for the protection of WHRDs and their increased participation in decision-making and advocacy spaces.

WPHF, as a UN multi-partner trust fund, will continue to mobilize its partners and build on its strategic position in the UN and diplomatic community to support the work of WHRDs working for inclusive peace. The private sector is also a partner of WPHF and will be engaged as a key stakeholder and source of additional support for the flexible financing of WHRDs.

Type and Nature of Support Provided (Funding streams)

The WPHF Funding Window for WHRDs will offer two types of support:

⁷³ See figure 1 for [WPHF Window for Women Human Rights Defenders Process Graphic](#)

1. **A safety net** through flexible funding for WHRDs to cover urgent costs, such as short-term livelihood and protection expenses including (but not limited to): equipment (computers, printers, security cameras), internet, mental health care services.
2. **Advocacy support** through direct logistical support to cover for transportation, visa fees, accommodation, translation, daily subsistence allowance, accessibility for WHRDs with disability etc. to attend, either individually or as a delegation, a meeting, event or decision-making process, at the national, regional or international level, which contributes to their advocacy work for human rights and peace.

Timeline for support

This support is short-term in nature due to the changing contexts and needs. It would be granted for a period up to 6 months, with possibility of extension. This allows for flexibility and re-assessment of the situation and needs as the different crisis contexts evolve.

Modalities

- a) Direct logistical support would be provided directly by the WPHF Technical Secretariat to WHRDs. This support would be provided through a simplified request process and documents (e.g. open for requests on a rolling basis – no deadlines). This support could be in the form of flights and travel DSA, as well as identifying entry points and connecting the WHRDs with different stakeholders for advocacy meetings.
- b) Safety net funding would be provided to WHRDs, in partnership with INGOs who are experienced in providing similar types of support. This will include protection of data throughout the request for support process, as well as connecting them - at their discretion - to a support system.

Geographical scope

This window will be launched with a focus on crisis and conflict affected countries⁷⁴, including Afghanistan following the August 2021 Taliban takeover. This applies to WHRDs inside and outside of countries facing conflicts and crisis:

- WHRDs relocated to a host country
- WHRDs relocated to a transit country
- WHRDs at risk inside their native country

WHRD - selection criteria

WHRDs are commonly defined as women or those who identify as women who individually or in association / coalition with others, formally or informally, act to promote or protect human rights, including women's rights, in a peaceful manner, at the local, national, regional and international level.⁷⁵ This funding window will respond specifically to the needs of WHRDs from/working in conflict and crisis affected contexts.

Criteria for safety net (flexible funding):

- *Age Criteria:* 18 and above.
- *Geographical Criteria:* WHRDs from/working in conflict and crisis affected contexts⁷⁶, either in country or relocated due to the risks.
- *Human Rights Activities:* a woman who is, or has been leading, peacefully, human rights activities in or for her community, either individually or through a civil society organization.
- *Threats and Risks:*
 1. Demonstrates current or past serious security risks, for her and/or her dependents, because of her commitment to human rights and peace.

OR / AND

 2. Demonstrates that risks are or have been such that they are currently impacting the sustainability of her participation in defending human rights and peace.
- *Impact:* Explain how the funding requested will help increase their security and reduce the risks they may face to continue their advocacy for human rights and inclusive peace.

⁷⁴ For the list of matters of which the UN Security Council is seized please see UNSC Summary Statement by UNSG of matters of which the Security Council is seized and of the stage reached in their consideration S/2022/10: <https://documents-dds-ny.un.org/doc>

⁷⁵ As per the definition of human rights defenders of the United Nations human rights office of the high commissioner and based on the UN Special Rapporteur Reports about human rights defenders A/HRC/16/44 (2010) para 30 and A/HRC/40/60 (2019), para 12. See also UN General Assembly resolution 68/181 (2013)

⁷⁶ See for reference countries that might be eligible for support : List of matters of which the UN Security Council UNSC Resolution S/2022/10: <https://documents-dds-ny.un.org/doc>

Criteria for advocacy support (through direct logistical support):

- **Age Criteria:** 18 years and above.
- **Geographical Criteria:** WHRDs from/working in conflict and crisis affected contexts⁷⁷, either in country or relocated due to the risks.
- **Human Rights Activities:** A woman or a delegation of women, who is, or has been leading, peacefully, human rights activities in or for her/their community, either individually or through a civil society organization.
- **Future Advocacy Work:** Request provides information on the logistical support needed to individual or delegation, to attend a national, regional or international meeting, event, or decision-making process, as part of her / the delegation advocacy work for human rights and peacebuilding in crisis and conflict affected contexts.
- **Time Frame:** Event, meeting or decision-making process will occur in the next 6 months.

Examples of requests for Safety Net and Advocacy Support

Since its establishment in 2022, the WHRD Window has supported Safety Net and Advocacy requests from WHRDs from 30 countries, with the largest number of applications supported coming from Afghanistan, DRC, Myanmar, and Sudan. As of November 2025, 37.5% of applications supported are from young WHRDs (aged 18-29), with an average investment of \$3,915 per WHRD for either safety net or advocacy support. The WPHF WHRD window receives applications from WHRDs who are engaged in activism on a wide range of thematic areas of focus including women's rights (38%), human rights (12%), media and freedom of expression (8%), SGBV (7%), LGBTQI rights (4%), ethnic rights (2%) and climate security (2%).

Under the Safety Net Funding Stream, the window typically receives requests for urgent protection support to enable WHRDs to respond and mitigate threats that they face due to their activism on human rights, and in the defence of the rights of women and girls, including but not limited to intimidation/harassment (18.7%), arbitrary arrest and detention (18.4%), death/inclusion in assassination/hit list (9.9%), physical attacks (9%), and raids on homes/office/confiscation of materials (7.7%). Typically, the Safety Net Grant covers protection costs for WHRDs to secure themselves in response to these threats, including costs related to relocation (22.5%), livelihoods (27.7%), medical care (15.8%), and psycho-social/mental health (10%).

Under the Advocacy Support Funding Stream, the window typically receives requests from WHRDs to attend international (82.9%), regional (14.6%), national (1.3%) and local (1.3%) events where they pursue specific advocacy objectives related to the protection and promotion of women's rights, women's leadership and inclusion in peacebuilding and conflict resolution, the right to education for women and girls, the rights of women and girls that are forcibly displaced, the rights of children and youth, prevention and response to conflict-related sexual violence, food security and land rights. At the international level the WHRD Window has supported WHRDs to participate in Human Rights Council Sessions in Geneva, Switzerland, to participate in annual meetings in New York including CSW and the Open Debate on WPS, and during various occurrences of COP since 2022.

WPHF Monitoring and documenting lessons learned and best practices

WPHF regularly monitors the Window for WHRDs and tracks how many WHRDs have been supported, types of support provided, and evaluates the efficiency of the processes to provide rapid and flexible financing to WHRDs. The Window reports against specific sub-indicators under WPHF outcome area 5: "Enhanced safety, security and mental health of women and girls' and their human rights respected." WPHF and INGOs report against the WPHF indicators and document lessons learned and best practices on this mechanism in order to implement needed adaptations on an iterative and evolving basis.

Data protection of WHRDs is at the center of this window's processes and communications, to ensure a Do No Harm approach is applied throughout implementation. To ensure protection of the women human rights defenders and to ensure a limited reporting burden for them, only WPHF and INGOs are responsible for reporting against WPHF indicators. Short post-support surveys/interviews with WHRDs are conducted,

⁷⁷ See for reference countries that might be eligible for support : List of matters of which the UN Security Council UNSC Resolution S/2022/10: <https://documents-dds-ny.un.org/doc>

following all data protection and privacy parameters, to capture lessons learned in supporting them, including how the support has facilitated/helped with protection, how it can be improved for other recipients in the future, etc. This survey is designed and conducted jointly between WPHF and I/NGOs.

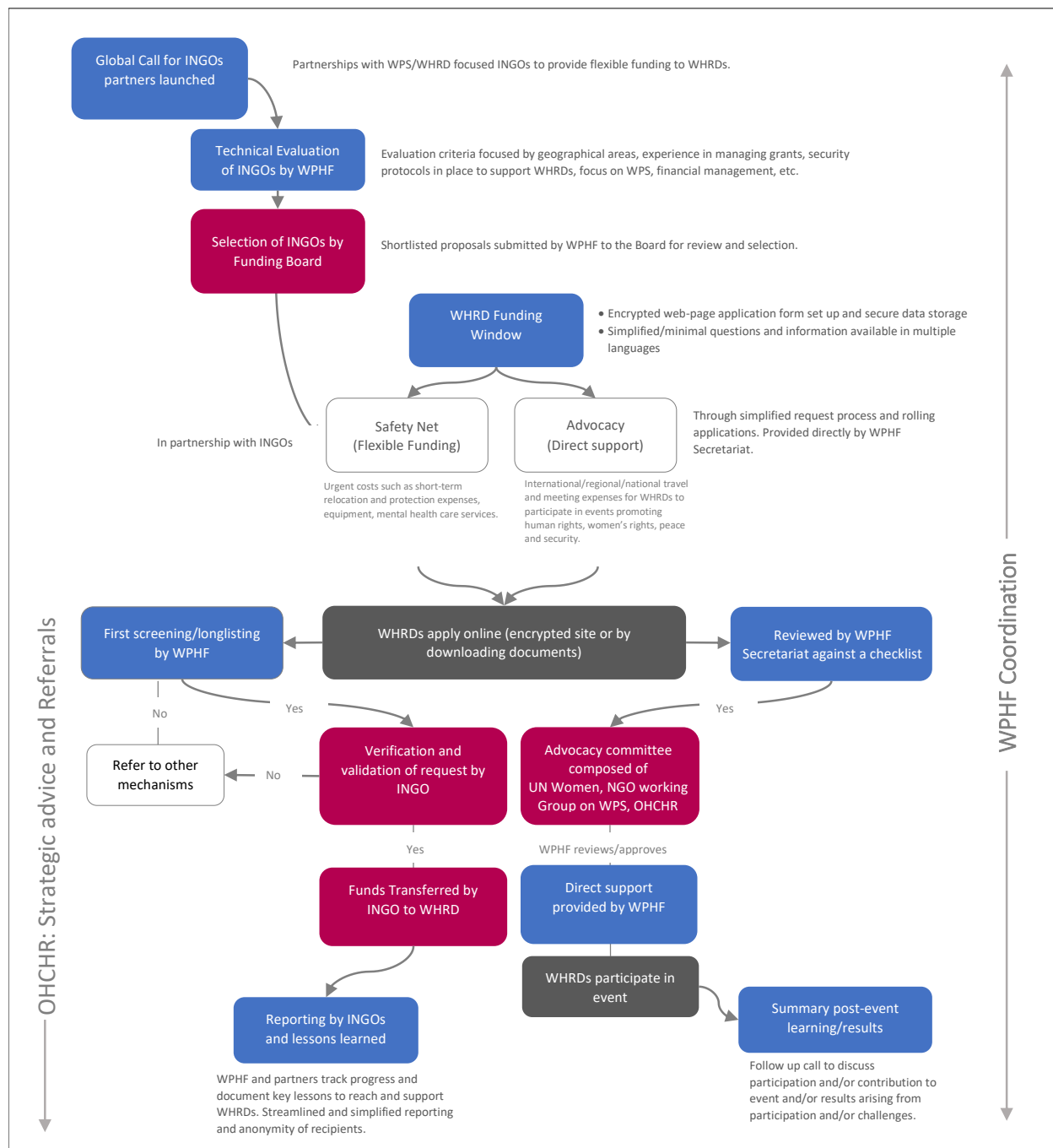
Additionally, all WHRDs supported through WPHF are invited to engage - at their discretion and to the extent they feel comfortable - in institutional capacity building, peer exchange and global mentorship opportunities provided by the WPHF Global Learning Hub, with the aim of strengthening their strategic advocacy, communications and other skills relevant to their vital work.

Sustainability: a circular process building on gains

If the advocacy efforts of a WHRD demonstrate gains in results, and new/further advocacy opportunities emerge to build and expand these gains, WHRDs can reapply for advocacy support for up to 6 times (pending availability of funds under the advocacy stream, and not at the expense of 1st time applicants) to build on and sustain the momentum of their advocacy efforts.

The WPHF and its partners will also assist WHRDs to identify longer-term support and entry points to integrate their efforts and secure support for their advocacy efforts through strategic convening of WHRDs with Member States of the UN, UN partner entities and agencies, INGOs and civil society. Where relevant the WHRD Window may also refer WHRDs to the RRW or RFC to apply for longer term funding for their advocacy efforts as they relate to the WPHS agenda/peace processes.

WPHF Window for Women Human Rights Defenders – Process graph



Governance Structure

The Women Human Rights Defenders Window is managed by the WPHF Technical Secretariat .

Under the Safety Net Support Stream, the WHRD Window works with 8 INGO partners to disburse safety net grants to WHRDs. The WHRD window reviews applications safety net applications for compliance with the aforementioned eligibility criteria.

Once the eligibility criteria is met, the WHRD Window forwards the encrypted application to one of its INGO partners who collectively provide global coverage of protection support for WHRDs from conflict and crises settings. The INGO partner reviews the application, including a process to verify the identity of the WHRD, their activism on human rights, threats they have received related to this activism, and proposed solutions to mitigate these threats through a WPHF WHRD Safety Net Grant. Once this process is complete, the INGO partner

disburses a protection grant of up to \$10,000 USD (average grant size is \$3,500 USD). The final decision on whether a protection grant should be disbursed to a WHRD lies with the Window's INGO purposes based on the outcome of their verification processes. The INGO partner signs an agreement with WHRDs that they will utilize the protection grant to meet their protection needs as verified during the application review and approval process. WHRD in instances where possible is required to report back to the INGO on the utilization of the safety net grant. In instances where WHRDs cannot reasonably justify utilization of the safety net grant, this may preclude them from future safety net grants.

The WHRD INGO partners are selected through a CfP process. Once proposals are submitted they are reviewed by the WHRD unit, and those that meet the eligibility criteria outlined in the CfP undergo a HACT assessment, to ensure the operational and financial readiness to partner with the WPHF to disburse individual safety net grants to WHRDs from crises and conflict settings. INGO partners with a low risk HACT assessment are presented to the GSC for approval and onboarding as the Window's partners. The administrative agent for onboarding, management and offboarding of the window's partners is MPTFO.

The WPHF in collaboration with MPTFO undertake a comprehensive compliance process prior to renewal of agreement frameworks with an INGO partner, including ensuring full implementation of HACT and PSEA recommendations, submission of audit reports that exclude significant findings, assessment of operational and financial health of INGOs (including dependency ratio on the WPHF for sustainability).

Under the Advocacy Support stream the Unit is supported by an advocacy committee that reviews, validates and endorses advocacy support applications from WHRDs. The Advocacy Support Committee is composed of:

- UN Women (Civil Society Division, WPS Regional Focal Points, and WPS CO Focal Points)
- OHCHR (HQ Geneva and Human Rights Focal Points at Country Office Level where risk mitigation measures are required for WHRD engagement in international, regional and national decision-making platforms)
- The INGO Working Group on Women, Peace and Security

The WHRD Window receives applications for advocacy support from WHRDs from conflict and crises settings and reviews these applications for compliance with the aforementioned eligibility criteria:

Once the eligibility criteria are met, the WHRD unit forwards the application for advocacy support to the advocacy committee for review, validation, and endorsement. As per the TORs of the Advocacy Committee, a minimum of two endorsements from the committee members are required for the application to proceed to the next approval phase, which is issued by the Deputy Head of the WPHF Technical Secretariat. Once the Deputy Head of the WPHF Technical Secretariat approves the committee endorsed advocacy support request the WHRD team works closely with WPHF Operations unit to conduct a pre-mission briefing session, and to provide all related administrative and logistical support to facilitate the leadership and participation of the relevant WHRD in the selected international, regional, or national decision-making platform. Once the WHRD has completed their advocacy mission the WHRD unit works closely with the WPHF Operations team to close travel requests and claims in Quantum, and with the WPHF M&E team to roll out the various surveys that assess the impact of the WPHF's support in realizing the advocacy objectives of WHRDs.

The WHRD Window Unit, hosted by the WPHF Technical Secretariat will:

- Establish and maintain good working relationships between key stakeholders, including INGOs, implementing partners, UN entities, CSOs and networks of WHRDs.
- Manage and oversee the funding cycle from application review through disbursement of individual safety net grants for WHRDs or provision of logistical support for WHRDs advocacy efforts.
- Provide technical support and recommendations for the operations of the Window and strategic outlook of the window in the context of the WPHF as a funding mechanism to realize the WPSH agenda in conflict and crises contexts.
- Monitor the provision of protection and advocacy support to WHRDs through disbursement of individual protection grants and provision of logistical support for WHRDs advocacy efforts.
- Develop relevant knowledge products.
- Support capacity strengthening initiatives where relevant.

- Develop relevant analyses on ecosystem of protection and advocacy support for WHRDs.

Risks and mitigation measures

Risk	Level	Impact	Risk mitigation measure
Reputational – WPHF is supporting some women, but not others	Medium		Development of criteria to guide all decisions and clear messaging/transparency on the process. Dissemination of information through networks and organizations to encourage applications from outside main cities. Simplified application templates available in several languages.
Banking – women do not have access to their bank accounts	Medium		Use options such as Western Union, travel checks, Hawala system for inside Afghanistan and other means identified through partnerships with INGOs.
Mismanagement of funds and delays in transfers by NUNOs for protection grants for WHRDs	Medium	High	The WPHF partners with MPTFO to initiate projects with the Window's INGO partners who disburse individual protection grants to WHRDs. Under the MPTFO Framework agreement the WHRD Window disburses grants ranging from \$90,000 USD to \$800,000 to INGO partners who subsequently process and disburse safety net grants to WHRDs from conflict and crises settings. Under the MPTFO Framework agreement a level of due diligence is conducted prior to signing of the agreement by both parties, during the period of the agreement, and following the conclusion of a project period/agreement. This includes ensuring that the INGO partners meet a low risk HACT assessment rating, review of the dependency ratio on WPHF funds, review of institutional audit reports, and financial statements submitted to MPTFO by the INGO partner. In addition to this MPTFO requires submission of quarterly financial reports and annual reports from each INGO partner. As an additional measure the WPHF has initiated four processes for streamlined review of documents submitted to MPTFO related to the management of the Framework Agreement, and for closer financial oversight of its INGOs partners: 1. <i>Standard Operating Procedure on Management of NUNO partners</i> The WPHF has developed a SOP that outlines the entire process of identifying and onboarding NUNO partners, disbursement of funds through various tranches, quarterly and annual narrative and financial reporting both to the WPHF and MPTFO, cost and no-cost extension requests, closure of projects and off boarding of partners.



			2. <i>Checklist for Cost Extension/No Cost Extension Requests and Release of Tranches of Funding</i> The WPHF has developed a template that seeks to outline clearly the documents required from INGO partners to process cost extension/no cost extension and release of funds requests. Only requests that meet all the requirements outlined in the checklist are forwarded to MPTFO for review and processing. 3. <i>Quarterly Spot Checks for NUNOs</i> As of Q2 of 2025, the WPHF started implementing additional assurance measures through spot checks, the WHRD team requires its INGO partners to submit detailed transaction lists one month after the end of every quarter aligned with the quarterly financial reporting submitted to MPTFO. The WPHF reviews the detailed transaction list, verifying quarterly expenditures against approved budgets and work plans of the INGO partners and match it with the reported expenditures submitted to MPTFO. The WPHF identifies at least 20% of transactions processed in the quarter, and requests submission of supporting documents to verify the nature and process of the transactions. 4. <i>Audits for NUNOs</i> All NUNOs in 2025 have been required to include a budget for WPHF project specific audits, for closer oversight of utilization of WPHF resources disbursed to NUNOs.
Safety – increased risks against women due to the process	High		Conflict and language sensitivity approach, simplified process to avoid burden, protection of data and information, careful dissemination of information. Public reports/messaging on this funding will not mention names, geographical location, or sensitive information, unless approved by the WHRDs.
Leaving No One Behind – access to support is limited to an elite group of women	Low		Documents and information will be translated into several languages, funding support will be provided to women both in capitals and rural areas, as well as inside and outside of the countries. Regular monitoring of the support provided will re-assess procedures to ensure that this support reaches women at the community level too.
Sustainability – resources are limited for support	Low		This support is aimed to respond to urgent needs for the safety and work of WHRDs. Renewal of support will be considered on a case-by-case basis, based on the changing needs. WPHF and partner I/NGOs will also explore additional programmes that can support the women. This is short term support provided whilst referrals and longer-term solutions are being explored.
Sanctions lists – the funding is diverted to	Medium		The process and risks will be monitored on a regular basis and the most adequate channel selected. For women inside Afghanistan, the funds would be



groups on the UN Sanctions list			transferred in very small amounts. Due diligence will be undertaken through the process to verify the identity of the woman and her role in peacebuilding, promoting women's rights and humanitarian response. This could be done for example, through a letter of referral from a NGO or UN entity with who this WHRD has worked in the past or had some interactions. Due diligence will be further elaborated in collaboration with selected I/NGO partners through the verification process of the requests.
Funding mechanisms duplication	Low		The design and operationalization of this window will continue to be done in close consultation with other INGOs and mechanisms that provide support to WHRDs and HRDs more broadly. Special attention will be given in terms of funding support to WHRDs working for peace, as well as Afghanistan focus. As support to WHRDs is often short-term, regular coordination with other mechanisms will help connect and refer women to access more funding. This window recognizes that the needs are many and the support often very limited and may not cover all the costs, therefore receiving additional funding is not eliminatory. However, the documentation process for requests will include a question on current, existing or past funding support received during the verification process.

Annex 19: Building on lessons learned and the WPHF RRW on peace processes

The WPHF Rapid Response Window on women's participation in peace processes and the implementation of peace agreements (RRW) was opened in 2020 to address a gap in urgent support to women peacebuilders and civil society leaders for their participation in peace processes (WPHF Outcome 4)⁷⁸. Protection support is a key consideration in ensuring women's meaningful participation, including in contexts where a conflict resolution process has been unsuccessful, stalled, or has resulted in adverse outcomes for women and girls' rights, gender equality, and the safety of WHRDs.

Support provided on an exceptional basis for Afghanistan: a pilot

In addition to supporting 5 initiatives in Afghanistan through its Direct Support stream to provide practical logistical and technical support to increase women's leadership and meaningful participation in formal peace processes,⁷⁹ WPHF's RRW has also supported WHRDs through an exceptional emergency process to cover immediate costs related to evacuation from Afghanistan and settlement in host or transit/third countries following the Taliban's takeover of Kabul in August 2021.

WPHF, as a partnership between Governments, the UN and Civil society, proved to be strategically placed to coordinate efforts and advocate for urgent evacuation support for WHRDs and peace leaders in the Afghan peace process. Working from day one behind the scenes, in close collaboration with a wide range of diverse actors, WPHF is as a responsive and flexible mechanism working with a large network of trusted partners, UN agencies and governments, demonstrating extensive reach in information-sharing and access to WHRDs and Women's Rights Organizations in conflict and crises settings. This contributed to reaching numerous WHRDs, the safe evacuation of several women peace activists directly linked to the peace process and flexible urgent funding support for immediate costs related to the safe evacuation of them and their close family members.

WPHF can apply learnings from the RRW support to WHRDs at risk in Afghanistan to develop a more systematic and effective approach to providing emergency support to WHRDs in its 26 active counties worldwide, broadening the criteria beyond women engaged in the peace process (track 1-2). For example:

- *Transparent and clear criteria for eligibility and simplified documentation process:* following this exceptional support in an emergency situation, it was clear the needs were very numerous and the scope/criteria of the RRW limited. During this period, fake news and misinformation were circulating rapidly. Having a clear criteria and language in terms of the support provided was important to manage expectations and ensure women have a full understanding of the options and limitations. Developing a set of eligibility criteria and a safe and limited documentation process, based on best practices, will be key to ensure transparency, impartiality and responsive support. In times of emergency and high risks, there is limited time for a lengthy application process. Documentation for eligibility should be simplified, for example, in the form of a two pager capturing basic information and needs.
- *The type of funding provided should be flexible:* WHRDs have to adapt daily and rapidly to new protection threats, often in volatile political and security contexts. Thus, protection support should be flexible and responsive to needs. Cash transfers (safety nets) are an efficient means of giving WHRDs autonomy and flexibility to make arrangements that meet their protection needs to support and sustain their important advocacy work.

While the support provided through the RRW for WHRDs' protection following evacuations was approved on an exceptional basis and limited to women engaged in the peace process (track 1-2), a new WPHF mechanism, which addresses the needs of WHRDs from/ working in conflict and crisis settings, is needed to support a more systematic and medium-term approach.

⁷⁸ Increased participation of women in formal peace processes.

⁷⁹ Data from 15 September 2021.

The number of requests coming from WHRDs in fragile settings is increasing at an alarming pace. This justifies the urgent need for a larger, more far-reaching and coordinated response, beyond the WPHF RRW.

Annex 20: Capacity Strengthening Proposal Template

Country	CfP Number	Budget requested (USD)
		Total Project Cost:
Project Title		WPHF's contribution ⁸⁰ :
Strengthening capacity of WPHF civil society organization (CSO) partners		Other contributions:
Contact Information		Project Dates
Contact Name:		Proposed Project Start Date:
Title:		Proposed Project End Date:
Email:		Total duration (in months):
Telephone:		
WPHF Outcome Area project is contributing to:		
To be included depending on CfP		

PUNO(s)
Name of PUNO
Name of PUNO Representative
Title
Signature
Date

I. Summary of Proposal

Project Title	Strengthening Capacity of WPHF CSO Partners	
Location (Province/State/Regions) or online <i>List the district/municipality where the project will be implemented, if online pls provide short justification</i>		
Targeted Beneficiaries <i>Specify the number of CSOs and CSO representatives that will be targeted. Please note that this is an estimation until the NSC has confirmed selected projects.</i>	Estimated Number of WPHF CSOs Partners targeted	
	Estimated Number of other CSOs targeted, if applicable ⁸¹	

⁸⁰ The total WPHF amount requested is up to 5% of total "active" allocation. This amount is deducted from the programmable budget (Total allocation includes programmable and support costs).

⁸¹ Kindly provide justification if non-WPHF CSO Partners are included. This could be CSOs on the WPHF short list but could not be selected funded, other grassroots WLOs that otherwise do not have an opportunity for CS etc.

	Estimated number of CSO representatives targeted (disaggregate by sex, where possible) <i>*It is recommended to target at least two representatives/staff members per CSO</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 country 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 ½ page)

- State the core capacity gaps and issues the project aims to address and if these are based on an assessment of the CSOs' training needs and priorities (e.g., country specific WPS issues, programmatic / technical topics, institutional development skills, such as results-based management and financial reporting etc.).*
- Describe how the targeted CSOs will be engaged in the capacity strengthening project. Please specify if the capacity strengthening initiatives will be directed only at WPHF CSO partners (e.g. current, past, or future implementing partners) and/or open to non-WPHF supported CSOs - the latter is possible but not mandatory and WPHF CSO partners should be prioritized.*
- Include an overview of other initiatives or previous capacity strengthening efforts conducted with CSOs including by the PUNO at the national level that your project will complement and add value.*
- If the PUNO has already implemented one or several capacity strengthening projects with WPHF funds, please indicate:*
 - Which CSOs were targeted and the project(s)' results and impacts on CSOs' organizational change*
 - The status of the project's financial execution if the project(s) is/are ongoing*
 - How the new project will build and capitalize on the lessons learned of the previous and/or ongoing project(s).*

IV. Description of Expected Results and Implementation (Maximum 1 page)

a) Please describe the expected result (outcome) of the capacity strengthening project. **Please refer to the Results Framework for the measurement of CSO capacity change that will be carried out (using an OCAT).**

b) Using the table below, list the outputs and capacity strengthening activities that will be carried out and the timeline for carrying them out (for example, project design and proposal writing, feminist result-based management, financial management etc.).

Outputs and activities should also be reflected and align to those in Annex A: Results Framework³.

PUNOs are encouraged to include at least one activity focused on CSOs staff's protection and well-being, recognizing that the burnout and trauma of civil society activists, especially women leaders, is a recurring and important need and that CSOs should integrate self-care and mental health in their organizations' practices, human resources' management, or policies. It is also recommended to propose at least one activity enhancing networking and knowledge sharing among WPHF-supported CSOs.

c) Outline the capacity strengthening approach you will take, highlighting any innovative and inclusive approaches, feminist, and gender-sensitive methodologies, or modalities to ensure CSOs develop new knowledge and skills that can be applied to their organizations (in person / online training, duration of sessions, one-on-one coaching, use of new technologies, accessibility measures in low connectivity settings, coalition building between the CSOs at national level, etc.).

Expected Outcome:

Implementation Schedule:

Outputs/Activities	Timeline (month/year)
Output 1:	
Activity 1.1:	
Activity 1.2:	
Activity 1.3	
Output 2:	
Activity 2.1:	
Activity 2.2:	
Activity 2.3	

Add rows as necessary

Capacity Strengthening Approach:

V. Partnerships or Recruitment of Service Providers

Please indicate if any partnerships will be formed to carry out capacity strengthening initiatives, or if service providers will be recruited. Provide the service provider's name (if an organization) or function if an individual (for example: consultant expert on financial management etc.) and a brief explanation of their role in the project. Please add rows, as required. If there are no formal partnerships/service providers, please state 'not applicable'

Partner or Service Provider ⁴	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 to carry out capacity strengthening initiatives. These are not formal implementing partners.

If there are no collaborations, please state 'not applicable'.

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 including any Do no harm or inclusive approach. 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

VIII. Monitoring, Evaluation and Management Arrangements (Maximum ½ page)

Describe how you will monitor the project activities and outputs and evaluate the changes in capacity, including the use of baseline and endline results. Who will carry out monitoring and what approaches or methodologies you will use (e.g. pre/post capacity assessment). An Organizational Capacity Assessment Tool (OCAT) for outcome level changes is required at both baseline and endline phases. It is recommended to monitor throughout the project if CSOs manage to obtain funding from another entity than WPHF/ the PUNO as a result of the new knowledge and skills gained from their participation in the capacity strengthening project. This will be included in the WPHF annual report and Beneficiary Template. The description should align with what is proposed in Annex A: Results Framework.

IX. Sustainability (Maximum ½ page)

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 must be used and cannot be changed.
- 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
<i>Develop an appropriate outcome statement and outputs for each outcome. Only one outcome is recommended. The impact statement must be used and cannot be changed.</i>	<i>Select from the required impact level indicators. For the outcome level, include both reach indicators (direct/indirect) and develop 1-2 indicators. Each output should have 1-2 indicators. Please ensure that indicators are kept to a minimum and that they are S.M.A.R.T⁵</i>	<i>The method for data collection to be used and where the information will come. Consider adaptive/alternative methodologies to minimize risk.</i>	<i>Include activities for each output. Do not develop activities for impact or outcome level.</i>	<i>For each output, enter the budget. This should align with the budget in Annex B.</i>
Impact (required) Enhanced participation of CSOs in advocating and influencing the WPS-HA agenda	Number of CSOs supported/provided capacity strengthening to effectively influence and advocate for WPS-HA agenda (required)			
Outcome⁶ <i>*Develop your own outcome statement here (e.g. improved ability of CSOs to design, implement and monitor their interventions)</i>	<i>Required Indicators to measure change:</i> 1. Percentage of CSOs with increased OCAT scores in all domains (to be defined) ⁷ 2. Types of new practices implemented by CSOs	<i>OCAT (baseline/endline), Observation and Key informant interviews with CSOs</i>		
Output1.1 ⁸	Indicator: Target:			
Output 1.2	Indicator: Target:			
Etc.				

Add rows as necessary. For each outcome used, a set of outputs is required.

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 <i>(* if recruiting a service provider to carry out CB initiatives)</i>	
5. Travel	
6. Transfers and Grants to Counterparts <i>(* if partnering with another organization to carry out CB initiatives)</i>	
7. General Operating Expenses and Other Direct 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.



Annex 21: Capacity Strengthening Project Addendum

CAPACITY STRENGTHENING PROJECT ADDENDUM

(FOR EXISTING CAPACITY STRENGTHENING PROJECTS SUPPORTED BY WPHF WHO RECEIVE TOP UP WHILE IMPLEMENTING)

Date of Submission		
MIS ID (completed by WPHF)		
Country and CfP		
Currently Active CS Budget (USD)		
Additional Budget Requested (USD)		
Project Dates	Start Date:	Revised End Date:
Name of P/NUNO P/NUNO Representative Title Signature Date		
Project Title	Strengthening Capacity of WPHF CSO Partners	
Location (Province/State/Regions) or online <i>List the district/municipality where the project will be implemented, if online pls provide short justification</i>		
Targeted Beneficiaries <i>Specify the number of CSOs and CSO representatives that will be targeted.</i>	Number of <u>additional</u> WPHF CSOs Partners targeted ¹	
	Number of <u>total</u> WPHF CSOs Partners targeted ²	
	Number of total CSOs targeted, if applicable ³	
	Estimated number of <u>additional</u> CSO representatives targeted (disaggregate by sex, where possible) It is recommended to target at least two representatives per CSO	
	Estimated number of total CSO representatives targeted (disaggregate by sex, where possible) It is recommended to target at least two representatives per CSO	
Summary of Updated Proposal, Objective(s) and Strategy		



(Maximum 1 paragraph)

Description of Additional Expected Results and Implementation (Maximum 1 page)

a) Please describe the expected result (outcome) of the capacity strengthening project (as in your original Prodoc)

b) Using the table below, list the updated outputs and capacity strengthening activities that will be carried out and the timeline for carrying them out. Outputs and activities should also be reflected in Annex A: Results Framework.

c) Outline the updated capacity strengthening approach you will take only if relevant/applicable, highlighting any innovative and inclusive approaches, feminist, and gender-sensitive methodologies, or modalities to ensure CSOs develop new knowledge and skills that can be applied to their organizations (in person / online training, duration of sessions, one-on-one coaching, use of new technologies, accessibility measures in low connectivity settings, coalition building between the CSOs at national level, etc.).

d) Describe the profile of the new targeted CSOs and the rationale of how they will be identified and engaged in the capacity strengthening project. Please specify if the capacity strengthening initiatives will be directed only to WPHF CSO partners (e.g. current, past, or future lead CSOs and their co-implementing partners, and specify to which call for proposals/WPHF outcome area in case the project will target CSOs supported through several outcome areas/calls for proposals) or open to non-WPHF supported CSOs (the latter is possible but not mandatory and WPHF CSO partners should be prioritized) and how the CSOs that are non-WPHF CSO partners will be selected and identified.

Updated Implementation Schedule and Outputs/Activities

Outputs/Activities	Timeline (month/year)
Output 1:	
Activity 1.1:	
Activity 1.2:	
Activity 1.3	
Output 2:	
Activity 2.1:	
Activity 2.2:	
Activity 2.3	

Add rows as necessary

Rationale for suggested updates or additions to implementation schedule and outputs/activities

Budget for Additional Capacity Strengthening Support (for CS projects with additional funding only)

Original Project Budget (approved by NSC)	\$
Expenditures to Date	\$

Comments on financial execution/expenditures to date (if any):

Additional Budget Requested	Amount (USD \$)
-----------------------------	-----------------

1. Staff and other personnel costs	
2. Supplies, Commodities and Materials	
3. Equipment, Vehicles and Furniture, including Depreciation	
4. Contractual Services (* if recruiting a service provider to carry out CS initiatives)	
5. Travel	
6. Transfers and Grants to Counterparts (* if partnering with another organization to carry out CS initiatives)	
7. General Operating Expenses and Other Direct Costs (key activities)	
TOTAL of Additional Budget Requested	
TOTAL Budget (original + new budget)	

Annex 22: Evaluation Template (Regular Funding Cycle – Programmatic)

WPHF Call for Proposals - Programmatic Funding Evaluation Template (2026)		
Fields with symbol, use drop down		
Country		
Location/Region		
Name of organization		
Name of partner organization(s)		
Nature of organization		
Leadership of organization		
Total Duration (months)		
WPHF Contribution (USD)		
Compliance		
Proposal responds to the outcome/focus of the CfP		
If Yes, to the compliance question, continue to evaluate		
Criteria	Justification	Score
1. Organization's mandate and proposed project is aligned with the WPHF's theory of change and the specific impact area in the call for proposal (15 points) (Q1 & Q2)		
2. Definition of clear expected results which responds to the crisis/conflict and takes into account WPS-HA and gender-responsive approaches (20 points) (Q3)		
3. Clear and realistic outputs and activities planned to accomplish the expected results (impact and outcome) and achievable within the time frame (20 points) (Q3 and Annex A)		
4. Ensures meaningful participation and inclusion of women in all their diversity, including women		



who are forcibly displaced, disabled, elderly, women-headed households, etc. (10 points) (Q1 & Q3.1)		
5. Partnership with local women's organizations with clear roles and responsibilities for each (5 points) (Q4) <i>*for evaluators, please give 2 points if no formal partnerships as per the design</i>		
6. Promotion, participation and collaboration with local and national stakeholders in developing or implementing activities, specific objectives to build the capacities at the local and national level, and potential for sustainability (5 points) (Q5)		
7. Identification of comprehensive risks and appropriate mitigation measures in conflict/crisis settings, including specific risk areas identified in the CfP (10 points) (Q6)		
8. Identification of relevant and appropriate monitoring and evaluation approaches and Do No Harm and adaptive approaches, as well as management structure (5 points) (Q7a, Q7b, Annex A)		
	Programme/Technical Total (Maximum 90)	0

Financial Component	Justification	Score
9. The budget is sufficient and reasonable for the activities proposed and takes the scale of problems into account (8 points)		
10. The budget includes indirect operational costs at the allowed level (no more than 7.0%) (2 points)		
	Financial Total (Maximum 10)	0
	Total Evaluation Score	0

Summary of Proposal

Annex 23: National/ Regional Steering Committee Terms of Reference (TORs)U

1. Background

Since the adoption of Security Council resolution 1325 in 2000, substantial progress has been made in advancing the Women, Peace and Security (WPS) agenda, alongside growing recognition that women's leadership is essential for driving transformative change in crisis and recovery contexts. Yet despite this evidence, women's contributions remain undervalued, under-utilized, and under-resourced.

To address these gaps, the United Nations Women's Peace and Humanitarian Fund (WPHF) was launched in 2016. WPHF was recommended by the Global Study on the implementation of UNSCR 1325 (2015), highlighted in the Secretary-General's annual report on WPS (2015), and recognized by the Security Council in resolution 2242 (2015). WPHF also responds to commitments made at the World Humanitarian Summit to localize humanitarian assistance, strengthen national ownership, and increase investment in civil society and gender equality. WPHF is also responding to the ambitions of the Grand Bargain, where signatories have committed to ensure that 25% of humanitarian funding reaches local and national actors as directly as possible.

A flexible and rapid financing mechanism, WPHF supports local, sub-national and national women's rights and women-led organizations with flexible funding to strengthen women's meaningful participation and leadership across the humanitarian-peace-development continuum. Its core functions are to break sectoral silos, address structural funding gaps for women's participation, and enhance policy coherence by complementing existing financing instruments and promoting coordination among multilateral, bilateral, governmental, and civil society partners.

2. Governance

At global level, WPHF is governed by a Global Steering Committee (GSC), which is comprised of four UN entities, four donor Member States as well as four Civil Society Organizations. The GSC decides on the country allocations. The WPHF Technical Secretariat supports the GSC and implements its decisions.

At country or regional level, the oversight of the WPHF lies with the Resident / Humanitarian Coordinator (RC/HC), who acts as (co-)chair(s) of the National Steering Committee (NSC) or the Regional Steering Committee (RSC). Based on the official communication from the GSC confirming an allocation, the RC/HC:

- approves the Participating UN Organization (PUNO)¹ responsible for managing the allocation based on a pre-defined set of criteria; and
- approves the launch of the Call for Proposals (CfP), in consultation with the WPHF Technical Secretariat and the PUNO.
- In an emergency process, the RC/HC approves the launch of the CfP, in consultation with the WPHF Technical Secretariat and the PUNO and takes the final selection of projects to fund. The N/RSC must be informed through the WPHF National Secretariat.

Consistent with the WPHF's Operations Manual, a NSC/RSC shall be established in countries or regions receiving funding under the WPHF Regular Funding Cycle. To avoid duplication

of structures, existing coordination mechanisms may serve as WPHF Steering Committees where they meet the WPHF minimum membership and representation criteria (see section 4 on membership). This may include existing coordination committees for WPS, National Action Plans coordination mechanisms, PBF Joint Steering Committees, or other MPTF Steering Committees. The final decision is taken by the RC/HC in consultation with the WPHF Technical Secretariat.

The (co-)chair(s) of the NSC/RSC shall be supported by the National/Regional Steering Committee Secretariat. The Secretariat function shall be assigned as follows:

- In countries where one PUNO manages WPHF allocation(s), the PUNO shall act as the Secretariat in close coordination with the RC/HC and RCO. The RC/HC can also assign the role of the Secretariat to the RCO.
- In countries where two or more PUNOs are involved, the RCO shall act as the Secretariat. The RC/HC may assign the Secretariat function to one of the PUNOs, in consultation with the WPHF Technical Secretariat.
- In an exceptional case, the RC/HC can also recommend neither an active PUNO nor the RCO as National Level Secretariat. The WPHF Technical Secretariat must be consulted beforehand and clear responsibilities and tasks of the National Level Secretariat need to be developed

The WPHF Technical Secretariat provides operational, strategic and technical guidance to:

- The RC/HC in his/her role as (co-) chair of the NSC/RSC
- The NSC/RSC Secretariat in fulfilling its function
- The PUNO(s) in their oversight and support provided to the WPHF CSO Partners
- The RCO in coordinating the WPHF portfolio and, where applicable, in acting as Secretariat of the NSC/RSC.

3. Steering Committee Responsibilities

The NSC/RSC has delegated responsibility from the WPHF GSC to manage the WPHF allocation at the national or regional level. Responsibilities include:

i. Approvals of Project Selection, Budget and Duration

The NSC/RSC shall select CSO project proposals, approve budget allocations and determine the duration of the WPHF-funded projects.

The NSC/RSC shall:

- Select CSO projects² for funding from the shortlist of eligible proposals³;
- Determine the final project budgets for each selected project;
- Determine the projects implementation period;
- Identify a reserve list of projects for potential future funding, if applicable.

The NSC/RSC shall base its decisions on the evaluation package and results prepared by the WPHF Technical Secretariat and transmitted through the Secretariat of the Steering Committee.

The evaluation package may include technical recommendations provided by the respective PUNO(s) to support the decision-making process.

The NSC/RSC shall also approve:



- Any changes to approved CSO project budgets, as reflected in the approved CSO project document (prodoc);
- Any additional budget allocations to a new project, ongoing project (top-up) or any budget reallocation.
- Any no-cost extension, where the extension exceeds six (6) months beyond the originally approved project duration.⁴
- The Capacity Strengthening Proposal submitted by the respective PUNO(s), if eligible under the relevant Call for Proposal and endorsed by the WPHF Technical Secretariat.

ii. Requests for Fund Transfers

In coordination with the WPHF Technical Secretariat, the NSC/RSC requests the Administrative Agent (MPTFO) to transfer funding to PUNO(s) based on approved project documents and available cash balance. The RC/HC, as (co-)chair of the NSC/RSC, signs the funding submission forms, which are transmitted to the Administrative Agent through the WPHF Technical Secretariat.

iii. Advice and Coordination

The NSC/RSC provides strategic direction, advice and oversight of the implementation of the WPHF portfolio leveraging its knowledge of the country context, conflict dynamics as well as the situation and needs of women and girls and local, regional and national CSOs.

The NSC/RSC also serves as a forum for information sharing and coordination among members, including sharing information on existing programmes, initiatives and funding to local organizations to avoid duplication and identify gaps in funding and areas for additional support.

iv. Monitoring and Accountability

The NSC/RSC may examine project performance to ensure accountability and transparency, including by:

- Requesting updates on implementation progress from the PUNO(s)
- Requesting information arising from monitoring missions or other relevant sources.

PUNO(s) shall submit the annual narrative reports to the NSC/RSC in March⁵ following the year of implementation. The Secretariat of the Steering Committee, in coordination with the RC/HC, shall convene a meeting of the NSC/RSC to:

- Present progress, results and challenges during the reporting period
- Facilitate discussion among members on project performance.

The NSC/RSC shall use the information provided by the PUNO(s) to monitor project performance and to inform future project allocation decisions. Following examination of these reports, the NSC/RSC shall be responsible for requesting any revisions deemed necessary, including:

- Adjustment of CSO project implementation or budget.
- Adjustments of Capacity Strengthening Project implementation or budget.
- Reallocation of unspent balances or currency exchange rate gains within the WPHF portfolio.

v. Outreach and Resource Mobilization

All members of the NSC/RSC are expected to support resource mobilization efforts for the WPHF and to contribute to the management of partner relationships at the national or regional level. Members may also support the identification of additional funding opportunities for WPHF partners at country or regional level.



NSC/RSC members should support enhancing access of WPHF partners to outreach and networking opportunities, including:

- Recommending WPHF CSO partners to speak and participate in events, workshops, conferences or dialogues at national, regional or global level.
- Facilitating opportunities for WPHF partners to present their work and engage with broader stakeholder networks to influence policy and funding decisions.

In all outreach and visibility efforts, NSC/RSC members shall take into account the safety and security of the partner organizations, including when publicly presenting or sharing information about WPHF CSO partners. NSC/RSC members shall also support the RC/HC Office and the respective PUNO(s) in coordinating broad national and local consultations ahead of civil society self-selection processes for NSC/RSC membership. Such processes shall aim to ensure diverse and representative participation of civil society members in the NSC/RSC.

4. Membership

The **National Steering Committee (NSC)** shall, at a minimum, comprise the following members:

Voting Members:

- (Co-) **Chair**: The UN Resident Coordinator
- **Co-Chair**: One representative from the government, where possible.⁶
- **Two** representatives from UN Agencies, Funds or Programmes, including the PUNO(s).
- **Two** representatives from local or national women civil society or women's organisations umbrella organisations or networks (nominated through a self-nomination process)⁷
- **Two** WPHF donor representatives (donor members of the WPHF GSC shall be prioritized). In case donor representatives from the WPHF GSC are not available, the WPHF Technical Secretariat, in consultation with the RC/HC, shall recommend alternative WPHF donor representatives.

Observer (without voting rights):

- WPHF Technical Secretariat representative

The **Regional Steering Committee (RSC)** shall, at a minimum, comprise the following members:

Voting members:

- **Co-Chairs**: UN Resident Coordinators of the countries included in the regional response.
- At least one Representatives from PUNO(s) across all countries included in the regional response and at least one non-PUNO, ideally represented in all countries under the regional response.
- **Two** representatives from local, national or regional women civil society or women's organisations umbrella organisations or networks from at least two countries (one per country) included in the Regional Response (nominated through a self-nomination process)⁸.
- **Two** WPHF donor representatives (donor members of the WPHF GSC shall be prioritized): In case donor representatives from the WPHF GSC are not available, the WPHF Technical Secretariat, in consultation with the RC/HC, shall recommend alternative WPHF donor representatives.

Observer (without voting rights):

- WPHF Technical Secretariat representative

If a donor provides earmarked funding to a Call for Proposals at country level but is not an official member of the National Steering Committee, the Resident Coordinator/Humanitarian Coordinator may, in coordination with the WPHF Technical Secretariat, consider inviting the donor to participate as a voting member for discussions and decisions related to that specific funding allocation. This participation would be limited to the relevant Call for Proposals and would not confer for permanent membership in the National Steering Committee or voting rights on subsequent decision-making items.

The RC/HC in consultation with the WPHF Technical Secretariat shall ensure that all member groups remain fairly and proportionately represented where additional members are included to the NSC/RSC. The (co-) chair of the Steering Committee may invite honorary or exceptional members to attend meetings for specific agenda items requiring clarification or an external perspective. Such participants shall not take part in decision-making.

5. Steering Committee Secretariat Responsibilities

The Steering Committee Secretariat shall provide administrative and coordination support to the NSC/RSC under the guidance of the RC/HC.

The Secretariat shall:

- Coordinate the scheduling of NSC/RSC meetings.
- Support the RC/HC and PUNO(s) in preparing meeting agenda, including clear identification of decision-making items.
- Ensure timely dissemination of information to NSC/RSC members and the WPHF Technical Secretariat.
- Share any additional analysis prepared by the PUNO(s) in coordination with the RC/HC.
- Circulate the evaluation package and results provided by the WPHF Technical Secretariat at least ten (10) working days prior to the meeting, including funding recommendations and any proposed budget adjustments, as prepared by the PUNO(s) to facilitate decision making by the NSC/RSC.
- Take minutes of all NSC/RSC meetings.
- Share draft minutes within one (1) week of the meeting for comments with NSC members.
- Submit final minutes for approval by the RC/HC and share them with the WPHF Technical Secretariat.
- Share any analysis and recommendations prepared by the PUNO(s) regarding project top-ups, reallocation of funds, or No-Cost Extensions beyond 6-months for consideration by NSC/RSC members.
- Support the submission of signed fund transfer request form(s) to the WPHF Technical Secretariat for onward transmission to the Administrative Agent in the name of the NSC/RSC.
- Share the final Annual Report with the NSC/RSC by March following the reporting year and coordinate a meeting to review the results and challenges and support PUNO(s) in gathering feedback from NSC/RSC members, where requested.
- Assist the NSC/RSC members, PUNO(s), RCO and RC/HC in matters relating to the WPHF portfolio, as requested.

6. Operational Procedures



The (co-) chair shall convene meetings of the NSC/RSC with support from the Steering Committee Secretariat. Ordinary meetings shall be held:

- Following the finalization of the Annual Report
- When decisions on funding allocations are required.

The (co-) chair of the NSC/RSC shall ensure a quorum, which is considered the minimum number of members required to make the proceedings of that meeting valid. A quorum for any decision requires:

- at least 51% of voting members are present
- At least one (1) CSO representative is present.

Decisions are taken by consensus across voting members present during the meeting.

If no consensus is reached, the RC/HC together with the PUNOs, shall review the matter and provide an alternative recommendation to the NSC/RSC for consideration. The NSC/RSC may agree to provide comments on the alternative recommendation circulated by the Secretariat and, where appropriate, take a decision electronically (email approval).

The (co-) chair(s) of the NSC/RSC may convene extraordinary meetings. Members shall be informed of such meetings following the same procedure as for ordinary meetings. An extraordinary meeting may also be requested by a minimum of three (3) members of the NSC/RSC. The (Co)-Chairs shall convene the meeting within ten (10) working days through the Secretariat of the NSC/RSC; and standard quorum and decision-making requirements shall apply.

The (co-) chair of the NSC/RSC may decide to use an email approval process in the following circumstances:

- in case of emergency
- Where there are significant delays in convening a meeting within timelines agreed upon with the WPHF Technical Secretariat.
- For follow-up decisions after NSC/RSC meeting.

Approval via email requires:

- A clear description of all decision-making items shall be circulated to all NSC/RSC members by the Secretariat.
- NSC/RSC members shall be given at least three (3) working days to review the documentation and provide any objections or recommendations, in case of urgent approvals under emergency processes the NSC/RSC shall be given a maximum of three (3) working days.
- Where objections or recommendations are received, these shall be addressed in a timely manner, and the decision shall be resubmitted via email to all members for consideration.
- Where no further objections are received, the decision shall be considered approved and an email confirming approval shall be shared with the NSC/RSC.
- The Secretariat shall formally confirm the approval of decision-making items to all NSC/RSC members.

Where a country allocation has been made by the WPHF Secretariat in response to an emergency, the WPHF emergency process will apply, and the NSC/RSC shall be informed of the process by the Secretariat of the NSC/RSC in the name of the (co-)chair(s) of the NSC/RSC³.

7. Conflict of Interest

All members of the NSC/RSC shall declare any conflict of interest in relation to agenda items. Where a conflict exists, the member shall not participate in related decision-making processes.

Where a CSO member of NSC/RSC intends to submit a proposal to a WPHF Call for Proposal, the member shall step from the NSC/RSC upon submission of the proposal or at minimum, shall not participate in discussions and decisions related to that call for proposal.

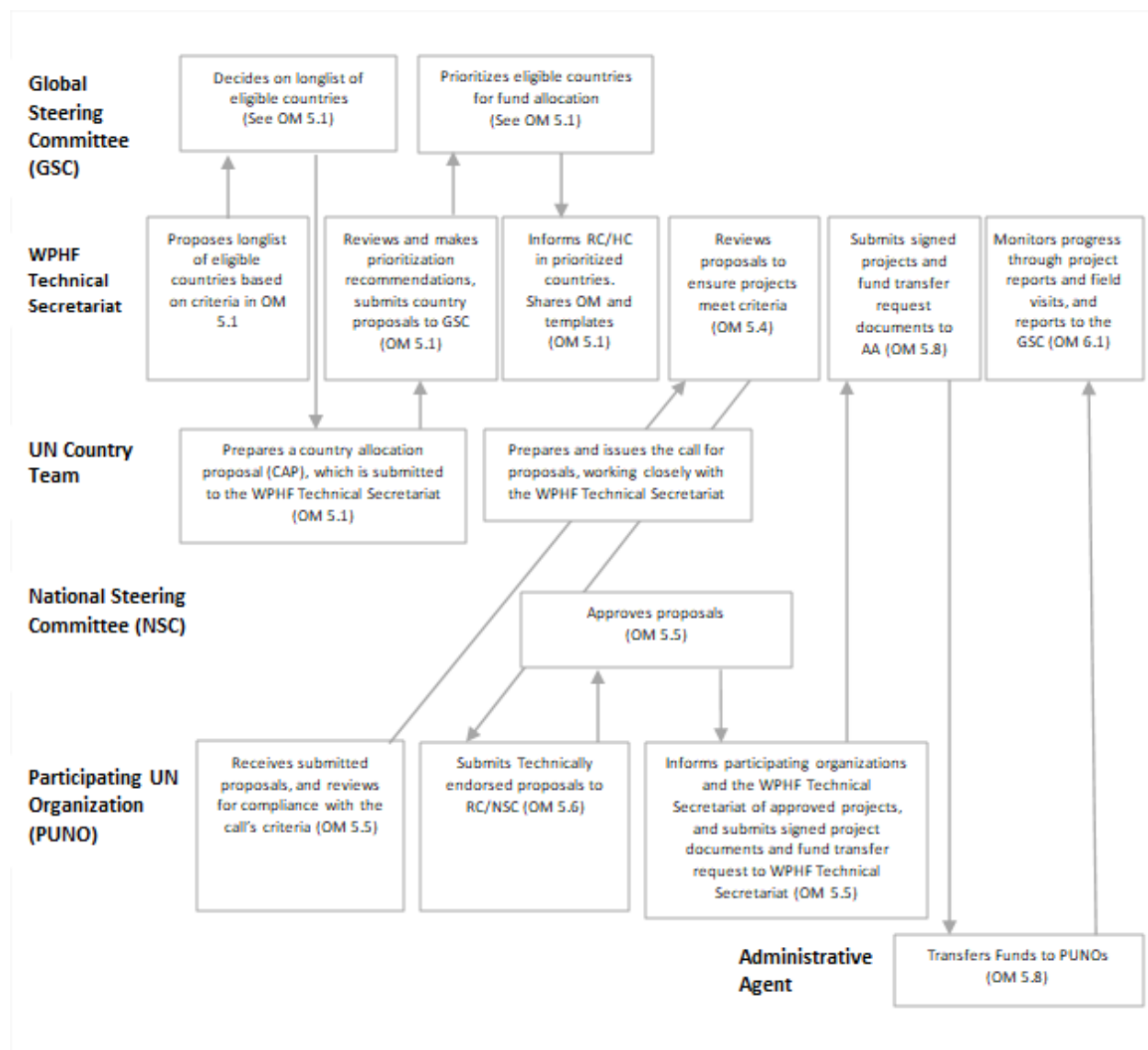
8. Term of Office

Members shall be appointed for a maximum three-year term, corresponding to the average duration of implementation of a country allocation approved by the WPHF GSC.

A member may serve a maximum of two terms, for a duration not exceeding six (6) years, after which rotation may be considered. The Secretariat of the NSC/RSC, in coordination with the RC/HC, shall notify members at least four (4) months prior the end of their term.

Members that have only served one term shall inform the Secretariat in writing whether they wish to continue with their second term or step down. The selection process for new members shall be determined by the RC/HC in consultation with the WPHF Technical secretariat. New CSO representatives shall be selected through a self-nomination process supported by the NSC/RSC. Government representatives will continue to serve as representatives and are not limited by the two terms. PUNO(s) will continue to serve as members as long as they are acting as PUNO.

Annex I: WPHF Project Approval Cycle





Annex 24: Global Steering Committee Terms of Reference

These Terms of Reference (TORs) outline the membership rules, responsibilities and procedures applicable to the Global Steering Committee (GSC) of the United Nations Women's Peace and Humanitarian Fund (WPHF) and shall be read in conjunction with the Fund's TORs and its Operations Manual. This document is reviewed and approved by consensus of all members and shared with new members when they begin their terms. All members accept and commit to following the rules as outlined in the TORs. The WPHF Technical Secretariat and any member of the Global steering Committee can propose revisions to these TORs, which shall be reviewed and approved by consensus of all members.

Responsibilities of the WPHF Global Steering Committee

The Global Steering Committee (GSC) serves as the governing body of the Fund, providing guidance and oversight and making allocation decisions. This includes making country/regional based allocations for RFC for unearmarked funds, as well as general allocations to the RRW and WHRD for unearmarked funds. The GSC approves all budgets for the funding windows and WPHF Technical Secretariat.

The WPHF GSC serves as a collaborative platform to set WPHF's strategic direction, make resource allocation decisions, and oversee progress towards achieving its results, exercising the overall accountability of the Fund. The responsibilities of the GSC include:

1. Provide a platform for global partnership, coordination, advocacy and resource mobilization

- Approve and support implementation of WPHF's Resource Mobilization Strategy.
- Approve and support implementation of WPHF's Advocacy and Communications strategies.
- Encourage and support the facilitation of coordination and consistency with other initiatives on humanitarian action and peace consolidation .

2. Provide Strategic Direction for WPHF

- Approve the WPHF strategic plan, which includes the WPHF results frameworks and theory of change.
- Approve and update as needed the WPHF TOR.
- Identify and agree upon criteria for eligible countries.
- Approve the development and establishment of additional funding windows as relevant.

3. Provide general oversight of the WPHF

- Review, examine and approve the WPHF Operations Manual at least on a bi-annual basis.¹⁹
- Approve the WPHF Technical Secretariat work plan, structure and budget.
- Authorize the Administrative Agent to transfer funds to Participating Organizations (PUNOs and NUNOs)²⁰ for the approved projects.

4. Approve Projects and Make Allocations Decisions

- Approve the WPHF funding windows and Learning Hub project documents, including activities and budget.
- Decide on the allocation of unearmarked WPHF funds to countries and windows.
- Decide on funding allocations to eligible countries and/or windows, including the L-HUB.

¹⁹ Or as necessary to allow the Fund to be responsive and adaptable to emerging and rapidly evolving contexts and needs

²⁰ Participating UN Organizations (PUNOs) and/or Non-UN Organizations (NUNOs). Under both the Window for WHRDs and the RRW, implementation is carried out by NGO partners.

5. Exercise overall accountability for the WPHF

- Review and approve global annual and final reports (narrative and financial) ensuring that results, challenges and lessons learned are clearly identified and that follow-up actions are agreed to improve future programming and operations.
- Commission periodic external independent evaluations of the Fund's overall performance and added value and ensure that key findings and lessons learned inform strategic planning, resource allocation and operational guidance.²¹
- Review, approve and monitor Management Responses to evaluations, with clear, time-bound actions and regular reporting on progress to the GSC.
- Approve and periodically review the Fund's Risk Management Strategy, including risk appetite and mitigation measures, ensuring that risk management supports principled, flexible and conflict-sensitive delivery in fragile and conflict-affected settings.
- Promote a culture of learning and adaptive management by systematically using evidence, data and feedback from partners and affected populations to adjust strategies, funding decisions and implementation modalities.

Composition

The GSC 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 GSC on an annual rotational basis. In addition to UN Women, two UN participating organization (on a biennial rotational basis with possibility for extension), and the Peacebuilding Support Office (PBSO) will form part of the GSC. Four representatives from global civil society organizations focused on prevention, humanitarian response and peacebuilding will be invited as members of the GSC on a biennial rotational basis. Civil society membership will be determined through a self-nomination process.

The GSC comprises twelve members, as follows:

- **Four representatives of the largest contributors to 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 Capitals are encouraged to participate). The Four largest contributors from year X are Steering Committee members on year X+1. *Note: In the case where one of the four largest donors is not able to carry out its functions on the WPHF GSC due to extraordinary circumstances, the next largest donor from the previous year will be invited to serve on the Steering Committee, upon approval of all other Steering Committee.*
- **Four civil society representatives.** The civil society representatives shall be self-nominated for a 3-year mandate, non-renewable consecutively. This will allow a rotation and overlap of 2 civil society representatives to ensure continuity and knowledge transmission between incoming and outgoing members. Civil society membership will be determined through a self-nomination process led by the CSOs GSC members.
- **Two UN participating organizations.**⁸ Mandatory review will be done for rotational UN Agencies after an agency has been 2 years on the GSC, taking into account the availability of other actors. Decision making process includes:
 - Interested UN agencies shall submit a formal letter of interest to the Secretariat.
 - The Secretariat shall circulate the expressions of interest to GSC members.

²¹ The final evaluation/lessons learned exercise shall be commissioned about 12 months before the Fund's operational end date.

⁸ Any rotational UN agency whose membership, renewal, or review is under consideration shall declare a conflict of interest and shall abstain from the consensus process and decision-making on that agenda item. The agency concerned may provide factual information if requested but shall not participate in the decision. For that item, quorum and consensus shall be determined excluding the agency concerned, and the recusal shall be recorded in the meeting minutes.



- The GSC shall review requests based on the agency's relevance, comparative advantage, and expected contribution to the Fund.
- Selection shall be made preferably by consensus, in line with the GSC's decision-making process.
- Membership may be renewed subject to review of the agency's continued relevance, engagement, and contribution.
- **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 GSC as an ex officio member but without the right to vote.

**In the event that a civil society organization holding a steering committee seat merges with another organization during its mandate, the other CSO board members shall review the merger's implications for representation. The merged entity may retain the seat only if it maintains the same criteria applied for its selection, in alignment with WPHF's mandate and principles. Otherwise, the seat shall be considered vacant and filled with the standard CSO nomination process to ensure representation remains fair and consistent.*

The GSC will nominate the chair on a biennial basis.

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

In the event of absences, designated substitutes for PUNOs may not be of lower rank than Senior Manager (P5 to P3) level for working level GSC meetings and Director (D1 or D2) level for High-level GSC Meetings.

The Role of the Chair:

The Chair of the Steering Committee will:

- Receive direct updates and reports from the Head of Secretariat.
- Review and approve Steering Committee meeting agendas.
- Set GSC Meetings as per the rules and procedures of the Global steering committee outlined below.
- Sign the submission forms for country-based allocations instructing the Administrative Agent to make these funds available to specific countries.
- Sign letters to inform Resident Coordinators of new and increased funding allocations.
- In the case of a sudden onset emergency and global projects, sign the fund transfer request form instructing the Administrative Agent to transfer funding to the specified PUNOs and/or NUNOs.

Role of Administrative Agent:

The **Multi-Partner Trust Fund Office** (MPTFO) is the Fund's Administrative Agent and the MPTFO Executive Coordinator participates in the Global steering committee as an ex officio member non-voting Board member.

Role of Technical Secretariat:

The Technical Secretariat serves as Secretariat for the Global Steering Committee. As such the Technical Secretariat will:

- Serve as Rapporteur of Global Steering Committee meetings.
- Develop and support finalization of Global Steering Committee meeting minutes.
- Lead on presentations on Secretariat implementation.
- Schedule Global Steering Committee meetings on consultation with Chair.
- Prepare supporting documents for Global Steering Committee meetings.

Members who are unable to fulfill their duties may be asked to step down from the Global Steering Committee. Such a decision shall be discussed and taken by consensus of the Global Steering Committee. In the exceptional case in which a Global Steering Committee member cannot fulfill its duties, including due to circumstances beyond its control, the Technical Secretariat and/or Chair may ask the Global Steering Committee to consider inviting another WPHF partner to join the Global Steering Committee to rebalance representation within members (civil society, members states and UN entities). The duration of its membership shall be agreed by the Global Steering Committee in accordance with timelines indicated in these ToR's. The new member shall accept and commit to following the rules of these TORs.

Rules and Procedures of the Global Steering Committee

High-level meetings of the GSC shall be held once a year while working-level meetings shall be held on a quarterly basis. The High-Level GSC members may delegate decision-making authority to the Working-Level Steering Committee, as appropriate, to enable rapid and flexible implementation⁹.

High-Level GSC members are responsible for decisions on strategic governance matters, including approval of country allocations, the Strategic Plan, the WPHF Terms of Reference, the Operations Manual, the organigramme, and other key high-level documents.

Working-Level GSC members support overall decision-making by providing technical guidance and recommendations, including emergency-related decisions and allocations linked to sudden-onset crises (including, where relevant, open CERFs). In addition, given that the High-Level GSC convenes once per year and a range of approvals are required throughout the year to ensure flexible and timely implementation, the Working-Level GSC also reviews and approves operational and programmatic items—such as cost extensions, unearmarked funding and other implementation-related approvals. Decision-making for unearmarked funding, the use of interest income, and budget-related matters are delegated to the Working-Level Steering Committee, while authority over the organigramme remains with the High-Level Steering Committee.

The meetings shall be convened by the Chair of the GSC through the Technical Secretariat by means of communication to the members of the GSC at least ten working days prior to the meeting date. The Chair of the GSC may decide to convene extraordinary meetings of the GSC; with a minimum of four members (at least one member from UN, Member States and Civil Society); members must be informed of these extraordinary meetings by means of the same procedure as for ordinary meetings.

In the case of an emergency, the Chair of the GSC shall convene an extraordinary meeting of the GSC. Members will be informed 24-48 hours in advance. The Chair may solicit feedback from GSC and make country level allocations through email approval, including on a no objection basis within 48 hours.

Provided that quorum (at least 7 members, including at least one representative each from civil society, member states and UN agencies) is met, the GSC shall make decisions by consensus whenever possible. This concerns particularly decisions on (non-emergency) funding allocations, which shall generally be made in agreement with the member state(s) who provided the respective funding. The decision can also be made to return the issue to the following meeting agenda for further consideration. The GSC may also make decisions via silent procedure¹⁰ virtually.

⁹ This delegation recognizes that High-Level Steering Committee meetings are convened annually, while the Working-Level Steering Committee meets on a quarterly basis and is therefore better positioned to support timely operational decisions between annual sessions.

¹⁰ No objections made.

The agenda, documents, minutes of the previous meeting and a note on the progress made in implementing activities shall be shared by the Secretariat at least 10 working days before meetings, except in cases of emergency or strategic ad hoc meetings.

All members of the GSC must declare any potential conflict of interest with any points on the agenda and recuse themselves from decision making. If any conflict of interest is identified, the organization shall not be allowed to vote on the corresponding item, and the quorum shall be adjusted to the relevant 7/12 ration for a consensus vote¹¹.

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

Delegation of Authority to National/Regional Steering Committees and other relevant Committees

As stated in the Operations Manual, the WPHF National/Regional Steering Committees established under the Regular Funding Cycle, have delegated responsibility from the Global steering committee to manage the WPHF allocation at the country or regional level. The UN Resident Coordinator/ Humanitarian Coordinator (RC/HC) leads the WPHF in a country or region, with delegated authority from the WPHF Global steering committee. To know more about the R/NSC please see the WPHF Operations Manual.

Guiding Principles for GSC Members

As representatives of the WPHF Global steering committee, members are expected to uphold the highest standards of integrity, professionalism, and confidentiality. All members are required to adhere to the following principles for a safe and constructive environment:

1. Confidentiality

All discussions, documents, and decisions from Global steering committee meetings are confidential and must not be disclosed to external parties, including on social media or other public platforms, unless explicitly authorized by the Chair or Technical Secretariat. Members must respect **Chatham House Rules**: information shared during meetings may be used for internal purposes only and must not be attributed to any individual or organization.

2. Conflict of Interest

Members must declare any conflicts of interest prior to discussions or decisions on relevant agenda items. Members with a direct or indirect interest in a funding proposal or project must recuse themselves from the discussion and decision-making process on that item. See above in section “Rules and procedures”.

3. Professional Conduct

Members are expected to conduct themselves with respect, courtesy, and professionalism at all times. Members must act in the best interests of the WPHF and its mission, setting aside personal or organizational biases.

4. Accountability

Members are responsible for actively participating in meetings, reviewing materials in advance, and contributing constructively to discussions and decision-making processes. Members who are unable to fulfill their duties may be asked to step down from the Global steering committee (see above).

5. Use of Information

¹¹ A CSO member may be an organization that has previously received funding from WPHF or may receive funding after serving as a GSC member. However, it is important to note that any organization with a seat on the Steering Committee is ineligible to receive funding from WPHF during the course of its term. In addition, if a CSO member is based in a particular country, the CSO shall refrain itself from voting on matters related to that country.

Members must not use information obtained through their role on the Global steering committee for personal or organizational gain. All materials shared with members are the property of WPHF and must be treated with care and discretion.

6. Representation and Advocacy

Understanding that each GSC member has its own unique mission, values and advocacy objectives and that all members are entitled to conduct public advocacy related to their own organization's mandate and work, when conducting joint public advocacy on behalf of WPHF, all GSC members must ensure that their public statements and actions accurately reflect the collective decisions and values of the WPHF Global steering committee.

By agreeing to serve on the Global steering committee, members acknowledge and commit to adhering to these principles.

Annex 25: Capacity Assessment Matrix

PUNO Capacity Assessment Matrix to be provided by UNW for GSC approval