



INDEPENDENT EVALUATION

2009-2017



OVERVIEW

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

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

This slide show complements the following evaluation products:

Volume 1: Main Report

Volume 2: Annexes

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FUND FOR GENDER EQUALITY

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

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

The Fund encompassed three Programme Documents (ProDocs) starting in 2009 and ending in 2017.

THE FGE GLOBAL PORTFOLIO 2009-2017



EVALUATION PURPOSE

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

It assesses the Fund's:

achievements,
working methods,
management and
overall performance.

Learn lessons for women's political and economic empowerment.

Inform decisions about future programming.

The primary intended users for the evaluation are:

- 1) **FGE staff and grantees**
- 2) **UN Women Senior Management Team**
- 3) **Women-led organizations, development partners, and gender advocates**

EVALUATION DESIGN



The feminist design of the evaluation drew on a combination of two approaches:

- **Democratic Evaluation**
- **Outcomes Harvesting**

15 questions arranged under OECD-DAC criteria.

Each question answered using 1-3 hypotheses.

Hypotheses assessed using 3 levels of progress markers.

Portfolio analysis

- 23 global-level interviews
- Quantitative analysis of 160 indicators for each grant
- Benchmarking against 15 other funds and programmes
- Grantee survey with 96 responses.

Organisational review

- 1,005 documents
- Interviews with 9 FGE staff.

Participatory grantee reviews and social learning

- 43 multimedia self-reviews from FGE grantees
- 33 detailed submissions to an EmpowerWomen.org

Country case study visits to India and Bolivia

- 7 grants, and \$6,549,856 investment,
- Focus group discussions
- Site visits to grantee work
- World Café

INDIA



Reported Direct Reach
c.121,000



PRADAN and Jagori

Facilitating Women in Four Endemic Poverty States of India to Access, Actualize and Sustain Provisions on Women's Empowerment Making women's voices and votes count

2010-2015



Leadership

KMVS and IT for Change

2013-2015



Leadership



Gender at Work and DSS Mitra

The Dalit Women's Livelihoods Accountability Initiative

2010-2011



Entrepreneurship

Rajasthan Network for People Living with HIV/AIDS and IMPACT Partners in Social Development

Ensuring Specific Rights of Women living with HIV

2010-2011



Decent work and social protection

Jan Sahas Social Development Society

Dignity Campaign – Action for Liberation of Dalit Manual Scavenger Women in India

2013-2016



Decent work and social protection

Feminist Dalit Organisation (FEDO)

Strengthening Policies and Budgets for Dalit Women's Economic Rights in South Asia

2016-2018



Policy change

BOLIVIA



Reported Direct Reach
c. 25,000



Asociación Coordinadora de la Mujer [Women's Coordination Office] with several other grassroots women's NGOs

Bolivian Women in the Process of Change: a Policy Framework with Gender Equality

2010-2014



Policy change



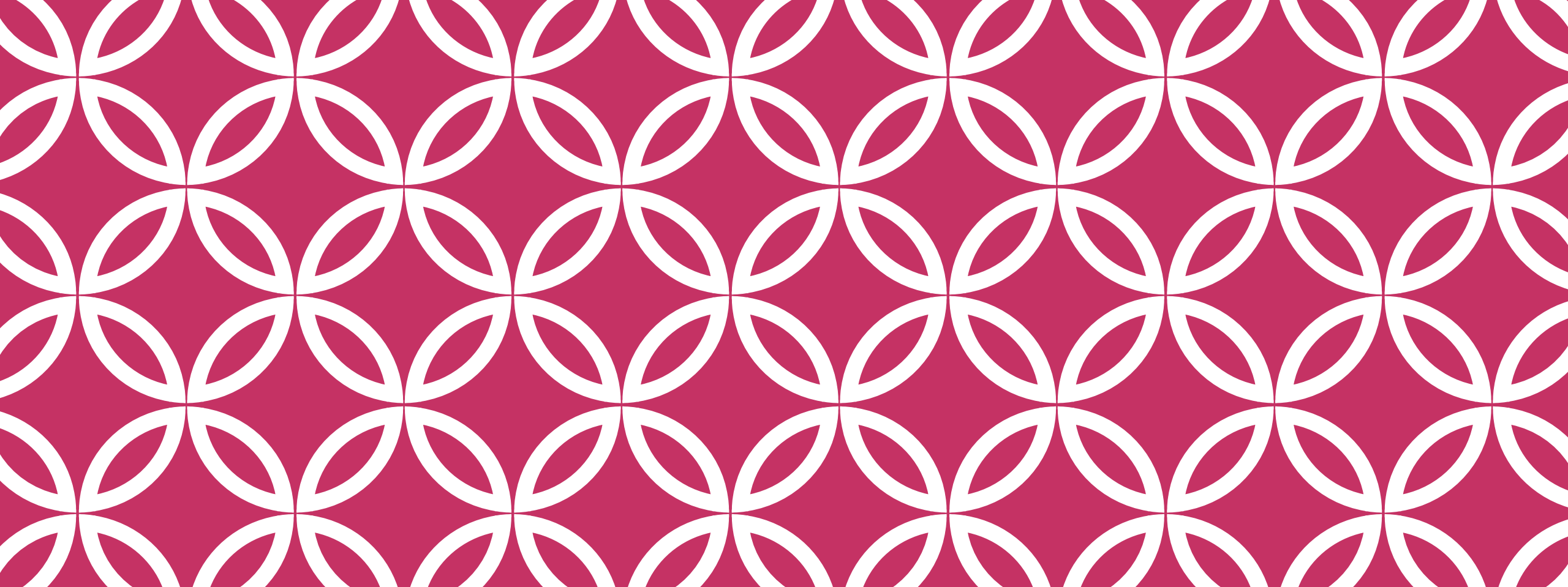
Taller de Proyectos del Habitat Urbano y Rural - Projects and Research Workshop on Urban and Rural Habitat (RED HABITAT)

Women in Construction. Towards its Political and Economic Empowerment.

2016-2019



Decent work and social protection



DID THE FUND DO THINGS RIGHT?

FINDINGS & CONCLUSIONS

EFFECTIVENESS

The Fund for Gender Equality implemented everything it set out in Programme Documents covering 2009-2017.

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

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

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

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

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

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

EFFICIENCY

FGE costs benchmark well against comparable Funds

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

FGE had insufficient human capital for partnership development and fundraising

Overall, FGE offered **good 'value-for-money'**.

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

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

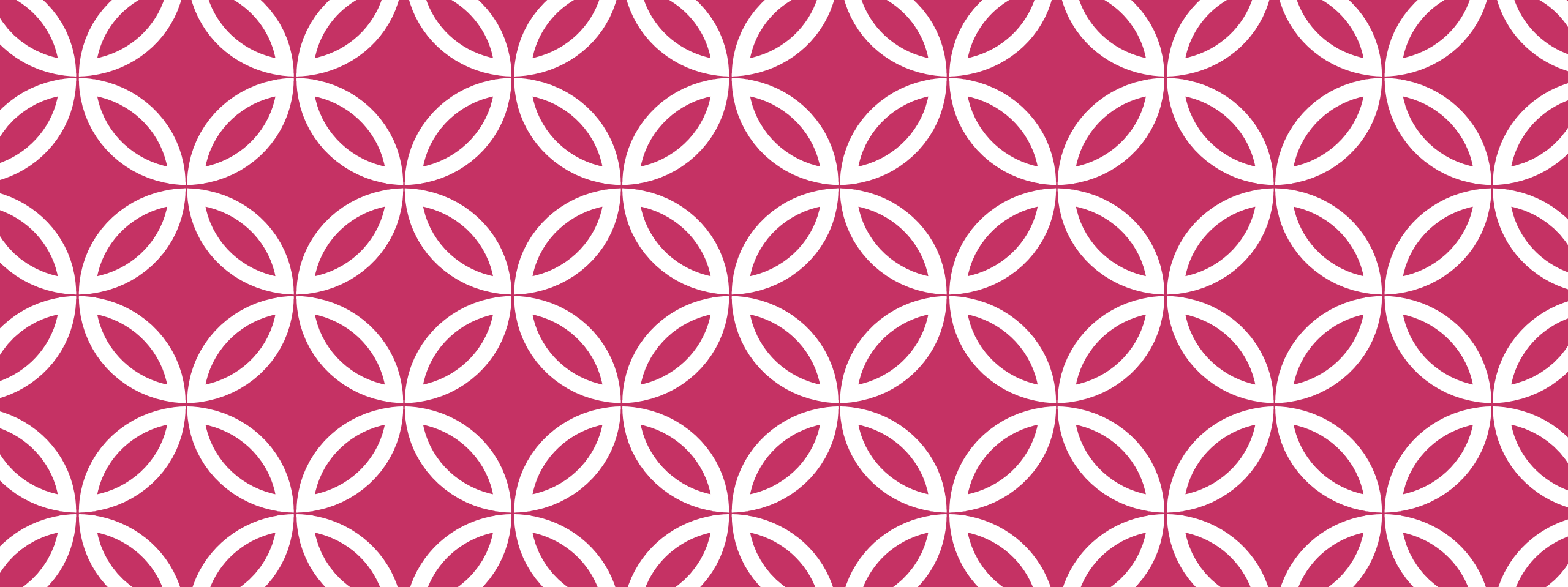
POTENTIAL FOR SUSTAINABILITY

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

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

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

FGE reached out broader than SDG5 and allows UN-Women to explore new areas.



DID THE FUND DO THE RIGHT THINGS?

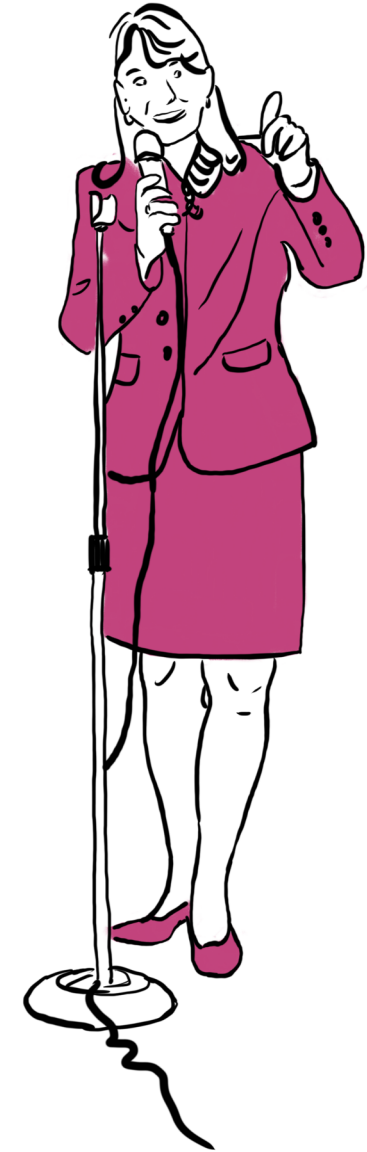
FINDINGS & CONCLUSIONS

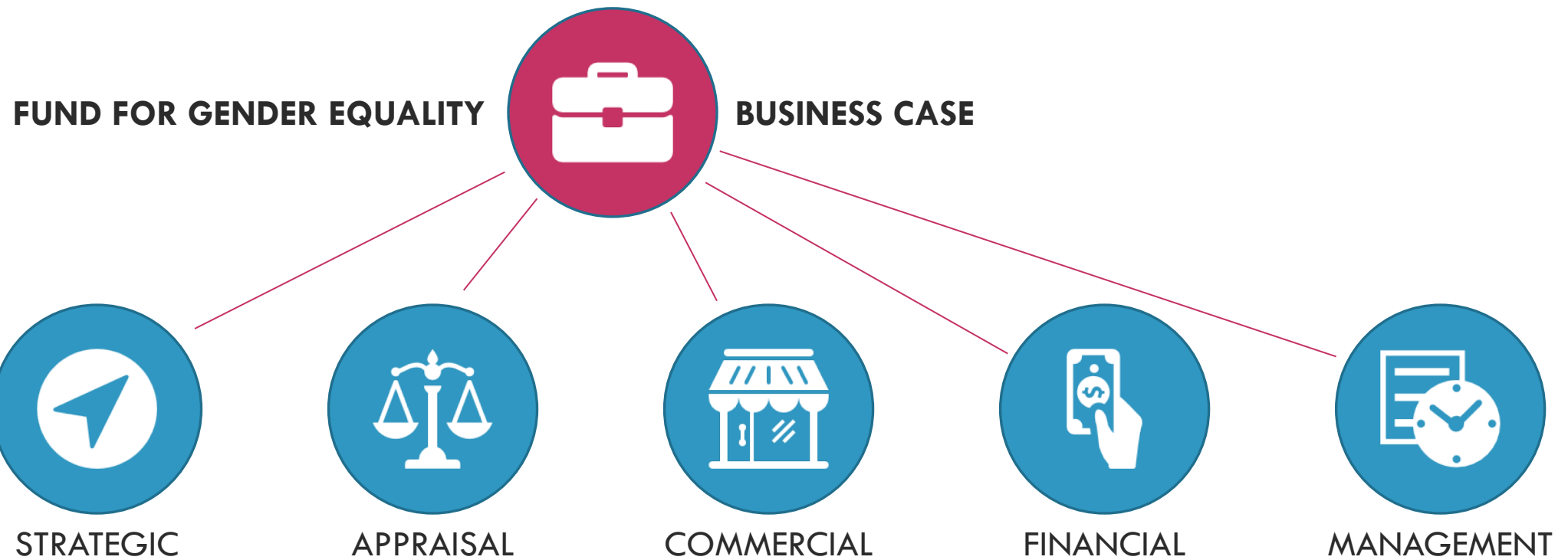
POTENTIAL FOR IMPACT

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

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

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





PAST

- “Breakthrough” financing for structurally underfunded women’s-CSOs
- Leaving No One Behind
- Demand-led financing
- Capacity development in RBM
- Technical support
- Grant management assets and systems
- Portfolio of evidence and pre-approved projects
- M&R network
- Management and capacity building cost in the mid-range of equivalent funds and programmes
- Robust proposal and grant management systems
- Rich reporting and communications

FUTURE



- Increasing numbers of Women’s Funds
- Shrinking Civil Society Space
- Gap in capacity development focused on organisational strength and sustainability of CSOs
- Need to avoid competition for funding with core-resource mobilisation by UN entities
- Can offset capital costs and risk through strategic partnerships
- Case for external support in resource mobilisation
- Core team is missing resource mobilisation and partnerships specialists



STRENGTHS



WEAKNESSES



OPPORTUNITIES

Track record of reliably and effectively reaching the furthest-behind-first

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

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



THREATS

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

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

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

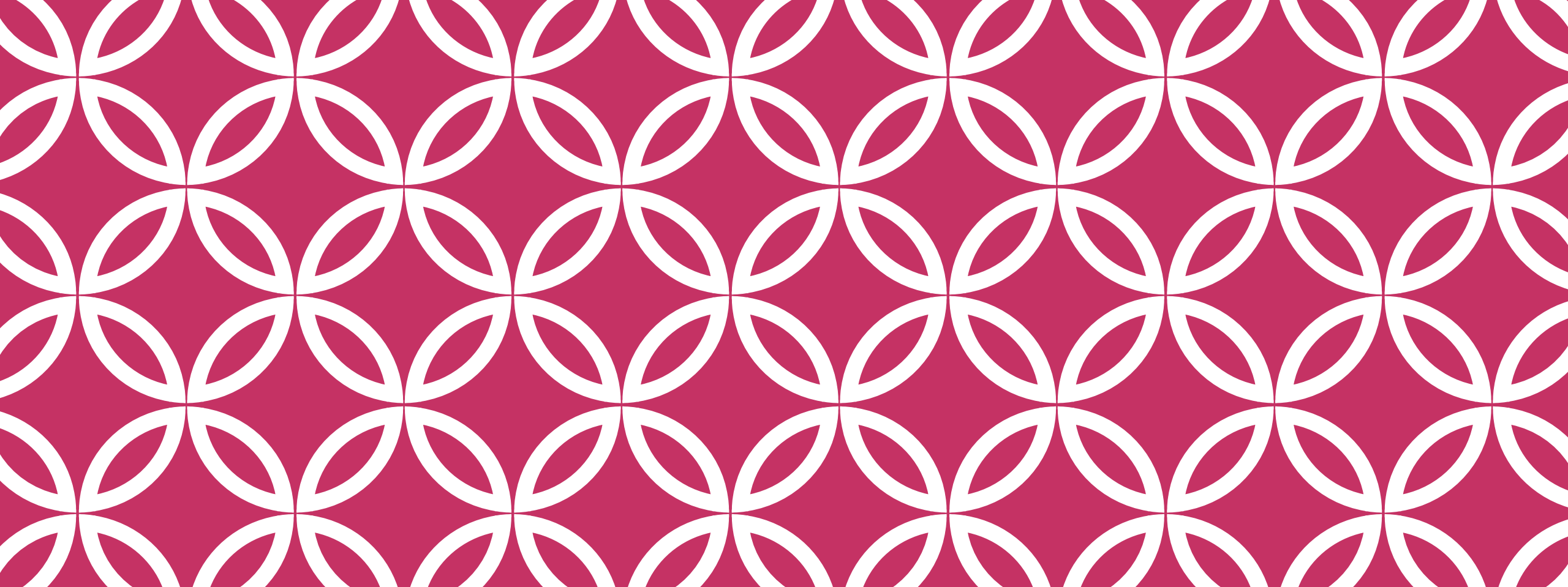
Synergies and knowledge exchange with other UN-Women programmes, platforms and brands

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

Low ownership of FGE in UN system

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

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



RECOMMENDATIONS

BASED ON THE EVALUATION
FINDINGS

DEVELOPMENT RESULTS

Prioritise innovation in access to funding and reaching the furthest behind first.

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

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

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

Shift future programming from 'picking winners' to 'connecting innovators'.

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

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

Build on the FGE support and strengthen pillars to create an incubator programme for women's CSOs

ORGANISATIONAL EFFECTIVENESS AND EFFICIENCY

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

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

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

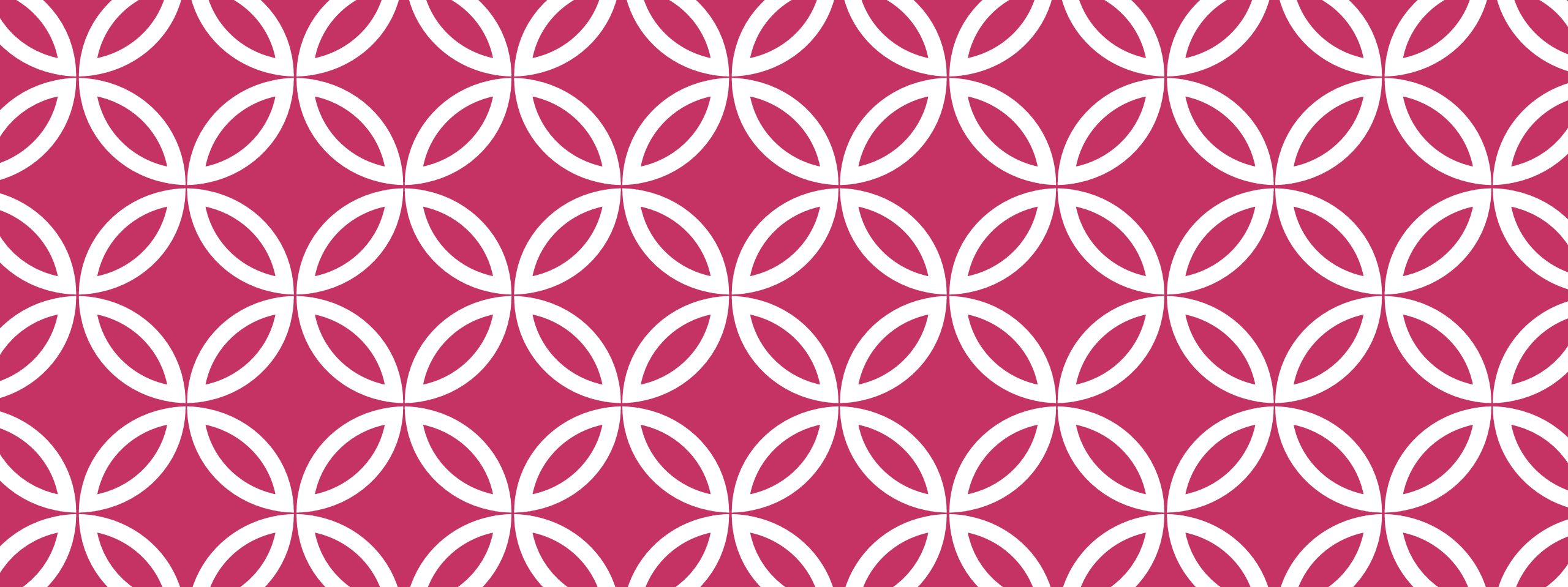
Secure continuous access to professional fundraising capabilities dedicated to continuously replenishing the Fund with a target in the range of \$10m-\$60m per year

Preserve the operational assets established by FGE.

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

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

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



CONTACT US

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