The Global Acceleration Instrument (GAI) for Women Peace and Security and Humanitarian Action

Operations Manual

This Operations Manual describes the rules and procedures applicable to the GAI. It describes its governance structure at global and country level, and details the processes involved in the allocation of GAI 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.

GAI Global Acceleration Instrument

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1. Review of the Main Purpose and Added Value of the GAI

Since 2000 and the adoption of Security Council resolution 1325, remarkable normative progress has been made at the global, regional and national levels to further advance and operationalize the women, peace and security (WPS) agenda.[1] There is also increasing recognition that placing women's agency at the center of the transition from crisis to sustainable development offers enormous potential for leveraging transformative change.[2]

The Secretary-General's 2015 Report to the Security Council on Women and Peace and Security confirms that the capacity of countries to prevent violence, negotiate peace, boost economic recovery and protect populations hinges on women's participation. Women's meaningful participation in peace and security increases by 50 per cent the likelihood that peace will be sustained.[3] Women can play a critical role in conflict prevention by creating early warning networks (including for violent extremism and radicalization), and bridging divides across communities. Research shows that women can greatly facilitate mediation efforts and peace negotiations by opening new avenues for dialogue between different factions. Furthermore, women's active participation in economic re-vitalization makes peacebuilding and recovery efforts more sustainable, as women are more likely to invest their income in family and community welfare.[4] Similarly, recent evaluations and mounting good practices demonstrate that security and justice sector reforms are more likely to respond to the diverse needs of a post-conflict society and address effectively grievances if security and justice institutions are representative of the societies that they serve.[5]

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

To address the financing gaps and create greater synergies between different sources of finance to meet the needs of women across the humanitarian-development divide, a Women, Peace and Security Financing Discussion Group (FDG) was established in June 2014. Composed of representatives from donors, conflict-affected Member States, United Nations entities and civil society, it recognized the urgent need to prioritize action and established the Global Acceleration Instrument (GAI) for Women Peace and Security and Humanitarian Action - a global pooled funding mechanism which aims to re-energize action and stimulate a significant shift in the financing of the women's participation, leadership and empowerment in

humanitarian response, and peace and security settings. The GAI is a flexible and rapid financing mechanism. It supports quality interventions designed to enhance capacities to prevent conflict, respond to crises and emergencies, and seize key peacebuilding opportunities. Sustainability and national ownership are key principles of investments.

The GAI 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 GAI will complement and could co-finance strategic interventions with other financing instruments, such as supporting the implementation of a country's National Action Plan on WPS, or co-financing with the Peacebuilding Fund (PBF). In order to ensure complementarity with the PBF, the GAI will only support peace and security interventions by civil society organizations and Governmental institutions in countries where the PBF operates (with the bulk of the investment in CSOs). In countries where the PBF has a limited (below $2 million allocation) or no interventions, the GAI will support interventions by UN organizations, Governmental institutions and civil society organizations. This coordination will be facilitated by the representation of the Peacebuilding Support Office (PBSO) on the Funding Board of the GAI (see Governance Arrangements below).

In humanitarian settings, the GAI 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. In the context of Delivering as One, UN Women Country Representatives will coordinate with UN Country Team actors through Gender Theme Groups to avoid any duplication of or inconsistency with country driven initiatives.

2. Funding Mechanisms of the GAI

In accordance with its Terms of Reference, the GAI main channel of support is through a **country-based allocation** of at least $2 million per eligible country. Country-based allocations are made by the global Funding Board based on a clear rationale and added value of the GAI, as well as a concrete contribution to a limited number of outcomes in the GAI's results framework. A minimum of fifty per cent of all GAI funds will be allocated to civil society organizations.

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

In regions facing similar conflict-related or humanitarian challenges, the Funding Board might also decide on multi-country allocations. Such allocations will only be made if a coordinated steering mechanism exists or can feasibly be created. In exceptional cases, the Funding Board may authorise multi-country funding to be allocated to one target country if the latter can present a clear plan for coordination with other target countries.

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

In countries where the Peacebuilding Fund (PBF) operates, the GAI will exclusively fund civil society organizations and the Government through the Management Entity. In countries where the PBF has a limited (below $2 million allocation) or no interventions, the GAI will be able to fund Participating UN Organizations, the Government and civil society.

In addition, in line with its knowledge management, capacity building, and rapid response needs at the global level, the GAI will fund a limited number of global level projects. Global level projects are submitted to and approved by the Funding Board. Up to $500,000 per year will be available to support global level projects.

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

3. Governance of the Fund

3.1 Governance and management structure

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

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

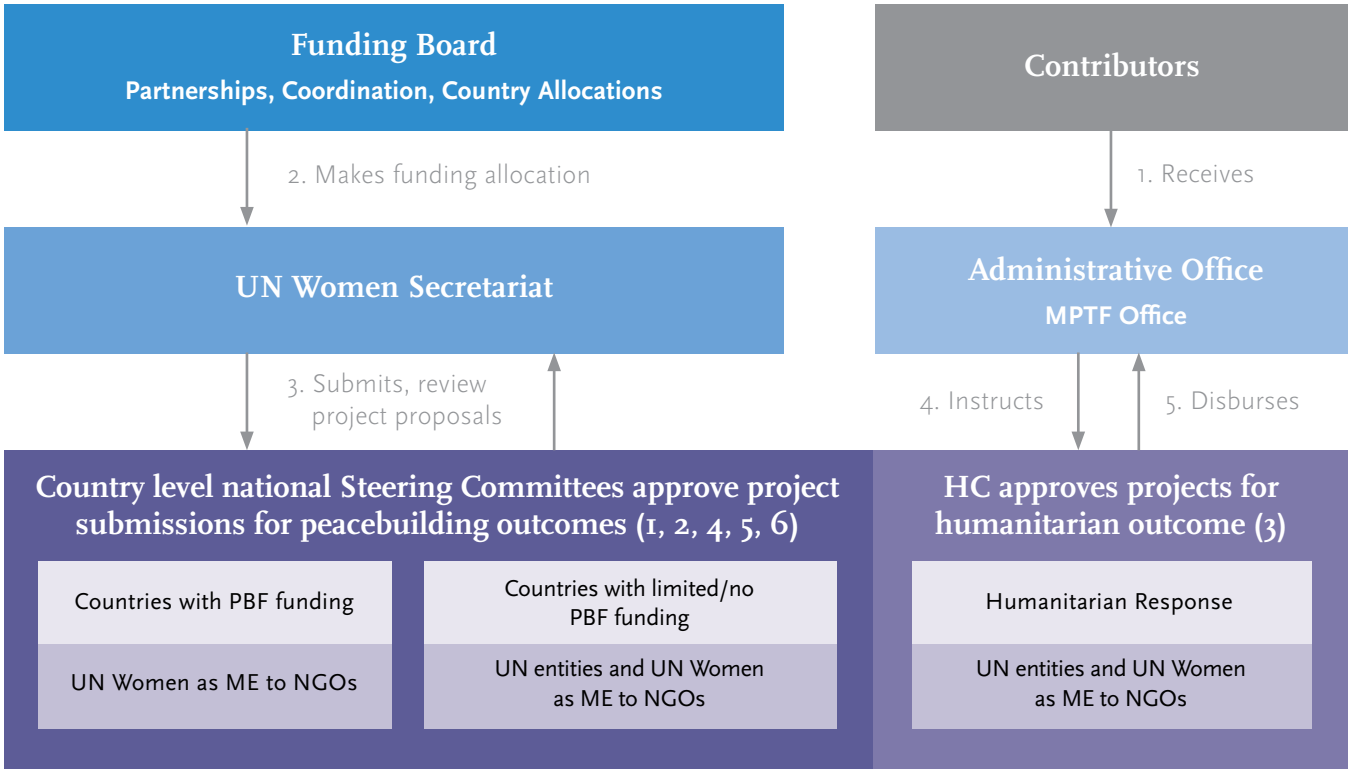
A summary of the governance arrangements is shown in the figure below.

Overall direct and indirect management costs of the GAI will be up to 13 per cent, broken down as follows:

- 1% for the Administrative Agent
- Up to 5% for the Technical Secretariat
- Up to 7% for the PUNOs.

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

Figure 1: GAI Governance Arrangements



3.2 Funding Board

Responsibilities of the Funding Board

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

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

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

c) **Authorize the Administrative Agent, on the basis of its decisions to allocate funds to eligible countries and to transfer funds to Participating Organizations for global projects and sudden onset emergencies.** The Funding Board shall make a fund allocation to eligible countries. In order to ensure an impact, country or multi-country fund allocations, in general will be no less than $2 million per country. The Chair of the Funding Board shall sign the submission forms for country-based allocations instructing the Administrative Agent to make these funds available to specific countries. Funds will be transferred to PUNOs upon the Administrative Agent's receipt of the signed fund transfer request form and duly signed project documents from the agreed country-level steering mechanism. In the case of a sudden onset emergency and global projects, the Chair of the Funding Board will directly sign the fund transfer request form instructing the Administrative Agent to transfer funding to the specified PUNOs. The country allocation and fund transfer request forms are submitted to the Administrative Agent through the Technical Secretariat.

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

e) **Approve the Fund's risk management strategy and review risk regularly.** The Funding Board shall task the Technical Secretariat to

prepare a fund risk management strategy in consultation with relevant stakeholders. The template for the risk management strategy is provided in section 7.

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

   During its first year of operations, the Technical Secretariat will provide quarterly progress updates electronically to the Funding Board. At the end of its first year, the Funding Board will decide whether to maintain this. The Technical Secretariat will convene quarterly meetings with working level members of the Funding Board to update them on the GAI's progress.

   The Technical Secretariat will also consolidate annual and final narrative project reports in an annual and three-year consolidated Fund reports to the Funding Board and donors in accordance with the MOU and SAA clause on reporting.

   All reporting templates may be found in the annexes.

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

g) **Provide quality assurance of knowledge products.** The Funding Board shall review and approve all knowledge products produced with funding from the GAI. It will ensure that knowledge products are widely and freely disseminated.

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

Composition of the Funding Board

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

The Funding Board comprises twelve members, as follows:

- **Four representatives of the largest contributors** to the GAI on a biennial rotational basis (Permanent Representatives to the donor countries' mission to the United Nations or representatives designated by the Permanent Representative. Where possible donor representatives from Capitols are encouraged to participate). For 2016 and 2017, these shall be Australia, the United Kingdom, Spain and Ireland.

- **Four civil society representatives.** The civil society representatives shall be self-nominated on a biennial rotating basis. For 2016 and 2017, the civil society representatives are from Cordaid and the Global Network of Women Peacebuilders. The two other CSOs will be selected through consultations led by Cordaid and GNWP on a self-nomination basis and will be submitted to the Funding Board for approval in 2016.
- **Two representatives from Participating UN Organizations (PUNOs)** on a biennial rotational basis (signatory of the MOU or his/her delegate at the Director level). For 2016 and 2017, the two representatives from PUNOs shall be UNDP and UNFPA
- **One representative from the Peacebuilding Support Office** (Assistant-Secretary General for Peacebuilding Support or Chief of the Financing Branch of the Peacebuilding Fund).
- **One representative from UN Women** (Assistant-Secretary General for Policy and Programme level or his/her delegate at the Director level).
- **The MPTF Office Executive Coordinator**, participating in the Funding Board as an ex officio member but without the right to vote.

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

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

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

Operations and Rules of Procedures of the Funding Board

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

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

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

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

The Chair of the Funding Board may decide to convene extraordinary meetings of the Funding Board; members must be informed of these by means of the same procedure as for ordinary meetings. The Chair of the Funding Board may also be asked to convene an extraordinary meeting by a minimum

of four members of the Funding Board. The Chair of the Funding Board then has ten working days to convene the meeting through the Technical Secretariat.

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

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

3.3 Country-level Steering Committees

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

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

Responsibilities of the Country-level Steering Committees

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

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

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

c) **In coordination with the Technical Secretariat, request the Administrative Agent to transfer funding to PUNOs on approved project documents and available cash balance in the fund account.** The co-chairs of the national level steering committees (or HC in the case of humanitarian response projects, and RC in the case of exceptional prevention projects) shall sign the submission forms and approved project documents, which are then transmitted to the Administrative Agent through the global Technical Secretariat.

d) **Monitor progress and provide oversight on project performance.** National level steering committees shall review and approve annual and final narrative reports prepared by implementing entities. The national level steering committees shall use this information to monitor project performance and to inform future project allocation decisions. Following examination of these reports, the national level steering committees shall be responsible for requesting any revisions deemed necessary, including

closure of projects in question in the event of under-performance and reimbursement of the balance to the country fund account.

Composition and Operation of the National level Steering Committees

To the extent possible, existing structures will be used rather than establishing new ones. In most cases, it is envisaged that existing coordination committees for WPS, including National Action Plans coordination mechanisms, PBF Joint Steering Committees, or other MPTF Steering Committees[8] will be used.

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

- Two representatives from the government
- One representative from each of the PUNOs
- Two representatives from civil society
- Two representatives from the donor committee.

Each country will specify in its proposal to the Funding Board, the composition of its national level steering committee.

National level steering committee Rules of Procedures

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

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

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

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

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

Where a country allocation has been made by the Funding Board in response to an emergency, the Resident Coordinator or the Humanitarian Coordinator shall convene a meeting of the Steering Committee to start the project allocation cycle.

Responsibilities of the National Steering Committee Secretariat

Secretariat support to the national level Steering Committee includes:

- Maintaining and circulating the calendar for national level steering committee meetings, preparing the agenda, minute taking and information dissemination to members and the global Technical Secretariat.
- Requesting proposals following a decision by the Steering Committee, receiving project proposals, reviewing for compliance and completeness, and sharing with the global Technical Secretariat for technical review.
- Compiling and circulating endorsed projects by the Technical Secretariat with the national level steering committee members for review and approval.
- Submitting signed and approved project documents and fund transfer request forms to the global Technical Secretariat for onward submission to the Administrative Agent.
- Coordinating communication between the global and national level.

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

3.4 Global Technical Secretariat

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

Management of the Fund's operational activities

- Elaborating the GAI Operations Manual for adoption by the Funding Board.
- Coordination and management of all day-to-day activities necessary for the smooth running of the Fund.
- Guaranteeing compliance with the Fund's rules and procedures.
- Organizing meetings of the Funding Board and preparing the relevant documentation.
- Drafting and passing the minutes of Funding Board meetings.
- Recording all decisions made.
- Following up meetings of the Funding Board to ensure that its decisions are implemented properly, and reporting back to it if necessary.
- Communicating and circulating information on the GAI, its priorities, activities and performance to all stakeholders at national and international level.
- Ensuring that knowledge products produced with GAI funding are widely and freely disseminated.
- Preparing and submitting to the Funding Board for approval direct cost project proposals.
- Liaison with the Administrative Agent's office in New York, notably submission of fund allocation and transfer requests on behalf of the Funding Board and national steering mechanisms.

Planning, programming and monitoring and evaluation of the Fund portfolio

- Preparing the long-list of eligible countries based on approved methodology by the Funding Board.
- Preparing the selection criteria for the prioritization of countries for approval by the Funding Board.
- Based on the GAI's country eligibility criteria and in consultation with Funding Board members and Resident Coordinators, reviewing the country allocation proposals for technical compliance and consideration by the Funding Board.
- Based on the strategic direction of the Funding

Board, preparing the Fund's three year results framework for consideration and approval by the Funding Board.

- Conducting high-quality, technical and financial reviews of project proposals based on agreed criteria prior to its submission to the Funding Board (for global projects) and national level steering committees through the UN office providing secretariat support, with recommendations.
- Ensuring that activities financed by the Fund are compliant and consistent with best practices and with international standards.
- Providing quarterly progress updates electronically to the Funding Board and meet with working level members of the Funding Board on a quarterly basis at least during the first year of the GAI's operation.
- Consolidating annual narrative reports of the Fund's activities and performance based on project reports and the performance reports from the Administrative Agent's result-based management, and submitting to the Funding Board and Administrative Agent.
- Contracting independent evaluators based on decisions from the Funding Board to evaluate the performance of the Fund.
- Review and issuing opinions and recommendations to the Funding Board on all monitoring and evaluation reports.
- Monitoring operational risks in line with the Fund's risk management strategy.

Composition and qualification of the Technical Secretariat

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

The Technical Secretariat shall comprise:

- One international professional – P4 (70%)
- One Programme Associate (50%)

The Technical Secretariat's operating costs shall be charged to the Fund as direct costs (no more than 5 per cent). The first cost proposal covering a three-year period shall be submitted to the Funding Board by UN Women for examination and approval. It shall include a logical framework and a budget.

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

3.5 Administrative Agent

The UNDP MPTF Office shall be the Fund's Administrative Agent designated in accordance with the memorandum of understanding signed with Participating UN Organizations.[9] It shall carry out the following functions:

a) **Conclude a Standard Administrative Agreement (SAA) with each contributor wishing to provide financial support for the Fund.** The Administrative Agent will inform the Technical Secretariat immediately of SAA signatures and ensure that the signed SAA as well as information relating to the contributions, is published on the Fund's website (http://mptf.undp.org/factsheet/fund/GAI00). Each SAA shall specify the total financing amount, the deadlines for payment instalments, and any earmarking.

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

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

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

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

   When making the transfer, the Administrative Agent shall notify the PUNO and send an electronic payment notification with the following information: (a) the amount transferred; (b) the value date of the transfer; and (c) an indication that the transfer has come from the UNDP MPTF Office and has been made on behalf of the Fund.

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

f) **Consolidating annual and final financial reports on the basis of financial reports provided by PUNOs, and circulating consolidated narrative and financial reports to the Funding Board and contributing partners.**

g) **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 on biennial basis are represented on the Funding Board, and participate in creating strategic guidelines for the Fund, promoting partnerships and monitoring the Fund's overall portfolio.

Contributors wishing to make a contribution to the Fund must sign a Standard Administrative Agreement with the Administrative Agent (SAA). Contributors shall be able to direct their contributions

into the Fund account. **Contributors may earmark their contributions at the outcome level, or at the country level, as long as the earmarked country is among the countries longlisted by the GAI Funding Board.**

3.7 Participating organizations

The GAI will act as a UN pass-through mechanism, transferring resources directly to various Participating UN Organizations, and thereby avoiding any duplication of operating procedures, and minimizing transaction costs. To receive funding from the GAI, Participating UN Organization must conclude a Memorandum of Understanding with the Administrative Agent. Each PUNO operates under its own financial rules and regulations and assumes full financial and programmatic responsibility for funds disbursed to it by the Administrative Agent.

Participating UN Organizations and partner CSOs will be responsible for management of the project cycle. In line with current UNDG guidelines, Participating UN Organizations may charge up to 7 per cent to cover their indirect costs.

Each PUNO is responsible for:

- Project implementation and achievement of results within the agreed duration of the project, including those components implemented by their partners.
- Timely project monitoring, reporting and evaluation.
- Complementarity and coordination with other agency specific sources of funding for humanitarian action and peace consolidation and with other implementing UN agencies and partners to ensure that projects contribute to transformative change in a coherent, complementary and inclusive manner.

Responsibilities of the UN Management Entity for CSOs

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

At the country level, the ME will support CSOs in designing and developing project proposals for submission to the GAI in an inclusive and transparent manner, and strengthen their capacity in implementation of the women, peace and security agenda. Specific efforts will be made to identify, work with, and mentor a range of local CSOs at the country level. The participating CSO shall submit proposals in its own name to the Funding Board for global projects and to the country level steering mechanisms for national projects. Such CSOs will receive funds for approved projects through the ME at the country level. The ME will undertake the following in line with its rules and procedures:

- Assume programmatic and financial accountability for funds received from the Administrative Agent for CSO projects directly approved by the national level steering committee;
- Undertake capacity assessments of implementing partner CSOs.
- Provide technical support to CSOs for drafting their proposals with specific attention to outreach to small /grassroots / community based CSOs.
- Prepare and sign Agreements for CSO implemented projects, in accordance with the decisions of the national level steering committee.
- Undertake orientation and training for CSOs with regard to the administrative, programmatic and financial procedures applicable to the GAI.
- Design and implement a capacity-building plan for CSOs with a specific attention to outreach to small /grassroots / community based CSOs.
- Ensure timely fund disbursement to CSOs in line with the disbursement schedules in the signed PCAs.

- Undertake project monitoring activities.
- Ensure financial follow-up through regular collection of financial reports based on approved budgets and financial auditing.
- Maintain information and ensure communication about disbursements to CSOs.
- Provide financial reports to the Administrative Agent.
- Provide consolidated inputs on achievements of the CSO-funded projects to the Annual Report of the GAI.

The designated UN ME shall use the indirect costs (up to 7%) to cover costs related to both the Management Entity and the country level Secretariat roles.

4. The GAI's Results Framework

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

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

4.1 The GAI Strategy underlined by its Theory of Change

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

It shall be anchored in the shared theory of change articulated in *Tracking Implementation of Security Council resolution 1325 (2000)*[10] and elaborate on the following elements:

- **An analysis of the problem,** its underlying causes, the context and stakeholder dynamics.
- **Identification of the desired long term change** and beneficiaries (fund impact). The GAI has identified its overall goal is to achieve peaceful and gender equal societies.
- **The proposed pathway to change,** which sets out the causal linkages and sequences of events needed to create the conditions for achievement of long-term change. The GAI has highlighted that achievement of its desired impact will require that women are empowered to participate in, contribute to, and benefit from conflict prevention, crisis response, peacebuilding, humanitarian engagement, and recovery. Results in these areas constitute the outcomes of its theory of change (see below).

» **Outcome 1: Enabling environment for the implementation of WPS commitments:** This will require evidenced-based advocacy and technical support to ensure the adoption of quality, locally relevant accountability frameworks that meet emerging threats and challenges (including violent extremism), and that address attitudinal and cultural biases. Accountability frameworks, including National Action Plans on resolution 1325 must be financed and monitored to ensure implementation. This will require the empowerment of national women's machineries, civil society, and the UN system.

» **Outcome 2: Conflict prevention:** Women's meaningfully participation in conflict prevention can only materialize if three conditions are in place. First, favourable attitudes of parties to the conflict & communities towards women's participation in conflict prevention must be promoted. Second, local women's organizations must have the capacity to identify and respond to threats by establishing networks, early-warning systems and mechanisms that offer opportunities for dialogue and peacefully engagement. Finally, women's conflict prevention mechanisms must be connected to national and international reporting and response systems.

» **Outcome 3: Humanitarian response:** Ensuring that the humanitarian/crisis response planning, frameworks and programming are informed by gender analysis and needs assessments, requires both the technical tools as well as direct support to local women's organizations to engage effectively in humanitarian planning and programming. It will also require that women's organizations are given a more meaningful role in service delivery, and actively participate and exercise leadership in camp coordination and management.

» **Outcome 4: Conflict resolution:** Addressing attitudinal and cultural barriers to women's representation and participation in formal and informal peace negotiations is critical to increasing their role in these processes. Increasing the availability of gender expertise and capacity of mediators in the negotiations are also crucial. Finally, women's organizations will require support to strengthen their leadership capacity, negotiation skills and abilities to influence and build consensus.

» **Outcome 5: Protection:** Ensuring that women and girls' safety, physical and mental health and security are assured and their human rights respected, requires measures that prevent acts of violence, facilitate access to services for survivors of violence, and strengthens accountability mechanisms. Prevention includes putting in place operational mechanisms and structures that strengthen the physical security and safety for women and girls. This covers both UN peacekeepers and national security forces. It also includes strengthening the capacity of the gender machineries and women's organizations to identify and report on sexual and gender-based violence, including in contexts of violent extremism. Access to services includes access to comprehensive redress, including justice, appropriate health & psycho-social support services. Protection of women and girls will also require that international, national and non-state actors are responsive and held to account for any violations of the rights of women and girls in line with international standards.

» **Outcome 6: Peacebuilding and recovery:** In order to ensure that women's and girls' specific needs are met in conflict and post-conflict situations, women must have the capacity and opportunity to meaningfully participate in recovery planning. They must also benefit from peacebuilding and recovery investments. Women's economic empowerment in both agricultural activities and entrepreneurship is particularly relevant in this regard. Finally, sustained peace will require post-conflict institutions and processes that are gender-responsive.

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

Figure 2: GAI Theory of Change

GOAL	**More peaceful and gender equal societies** Key indicators: % of fragile countries with a gender equality index (based on select indicators from SDG goals 5 and 16) higher than X; # of countries that relapsed into violence in the last calendar year); % of funding allocated to gender-responsive humanitarian response.					

GOAL TOC STATEMENT	If (1) an enabling environment for implementation of WPS commitments is created;
	if (2) women participate in decision-making processes related to conflict prevention, crisis response and the negotiation of peace in a quality manner;
	if (3) the safety, physical and mental health and economic security of women and girls are assured, their human rights respected, and their specific needs met in the peacebuilding and recovery process;
	then (4) societies will be more peaceful & gender equal; because (5) evidence shows that women are drivers of peace, inclusive societies are more likely to be stable, & post-conflict settings are opportunities to address underlying gender inequality barriers.					

OUTCOMES	1. An enabling environment for implementation of WPS commitments is created	2. Conflict Prevention: Women participate in and inform decision-making processes & responses related to conflict prevention	3. Humanitarian/crisis response planning, frameworks and programming are gender inclusive & responsive	4. Conflict Resolution: Representation and leadership of women is increased in formal and informal peace negotiations	5. Protection: Women and girls' safety, physical and mental health and security are assured and their human rights respected	6. Peacebuilding & Recovery: The socio-economic recovery & political participation of women and girls are promoted in post-conflict situations
OUTCOME TOC	If (1) quality accountability frameworks to meet WPS commitments are in place; and if these frameworks are adequately financed and monitored; then (2) implementation of WPS commitments will improve; because (3) the necessary conditions required for implementation of WPS commitments will be in place	If (1) favourable attitudes towards women's participation in conflict prevention is promoted; if women are empowered to lead early warning and conflict prevention mechanisms, and if these mechanisms are connected to national and international reporting and response systems; then (2) conflict prevention efforts will be more successful; because (3) evidence shows that women have access to unique sources of information which can improve both conflict prevention and response.	If (1) women's needs inform humanitarian planning and programming; and national, UN, and civil society organizations have the capacity and opportunity to integrate gender equality into planning and programming; then (2) humanitarian planning and programming will be gender inclusive, responsive and promote women's empowerment; because (3) experience shows that explicit involvement of women in the design and implementation of humanitarian assistance facilities meeting their needs	If (1) mediators and parties to the conflict favour women's participation in the peace negotiations, if gender expertise is made available, and if the capacity and influence of women to engage in the negotiation process is strengthened; then (2) peace agreements are more likely to be successful; because (3) women's participation is proven to shift power dynamics towards peace, inclusiveness and equality.	If (1) there are mechanisms in place, informed by women's participation, to increase the physical security of women and girls; if perpetrators of SGBV are held to account; and if survivors have access to comprehensive redress; then (2) women and girls will be safer and their human rights respected; because (3) secuirity, justice, and support services reduce the likelihood of conflict-related crimes	If (1) women participate in and benefit from peacebuilding & recovery efforts; and if post-conflict institutions and processes are gender-responsive; then (2); peace dividends will be more inclusive; security reforms will benefit all, and economic recovery will be accelerated; because (3) including women in the recovery brings broader benefits to communities and nations
OUTPUTS	1.1. Gender equality advocates have the resources and capacity to promote evidence based advocacy 1.2. UN system empowered to meet WPS commitments (lead coordination & implementation of UN accountability frameworks on WPS) 1.3. Member States adopt quality accountability frameworks, which are locally contextualized, including to meet emerging threats and challenges 1.4. Accountability frameworks are adequately financed, monitored & adapting to changing circumstances	2.1. Favourable attitudes of parties to the conflict & communities towards women's participation in conflict prevention is promoted 2.2. Women participate and lead in effective early-warning and conflict prevention mechanisms 2.3. Women's early-warming mechanisms are connected to national and international reporting and response systems	3.1. Gender analysis and assessments conducted to inform multi-sectoral humanitarian/ crisis response planning and programing 3.2. Increased capacity and effective engagement of women & gender machineries in humanitarian planning, programming, and relief efforts 3.3. National, UN & aid coordination mechanisms strengthened to identify, address and monitor the needs of women and girls	4.1. Favourable attitudes of mediators and parties to the conflict towards women's participation is promoted 4.2. Availability of gender expertise in the negotiations increased 4.3. Increased leadership capacity and influence of women to engage in formal and informal peace negotiations	5.1. Operational mechanisms and structures in place for strengthening physical security and safety for women and girls 5.2. Women and girls at risk and SGBV survivors have access to comprehensive redress, including justice, appropriate health & psycho-social support services 5.3. International, national and non-state actors are responsive and held to account for any violations of the rights of women and girls in line with international standards	6.1. Women participate in peacebuilding & recovery planning 6.2. Women benefit from peacebuilding and recovery efforts 6.3. Post-conflict institutions and processes (including security, justice, reconciliation & governance) and are gender-responsive

4.2 The Fund results matrix

Based on its theory of change and results-based management (RBM) principles, the GAI will develop a three year results matrix, with specific outcome indicators to be monitored. The baseline and target will be country specific and consolidated at the global level to evaluate the performance of the Fund interventions. This matrix must therefore be developed and approved by the GAI Funding Board upstream of country allocations and project approvals. For such results-based management to be able to demonstrate the cost/benefit ratio (value for money), the GAI will link financial indicators and results indicators, by being incorporated in the financial model and RBM system set up by the Administrative Agent (see figure 3). Projects will be mapped against a specific outcome and a specific country.

Figure 3: Links between programmatic and financial architecture at the fund and project level

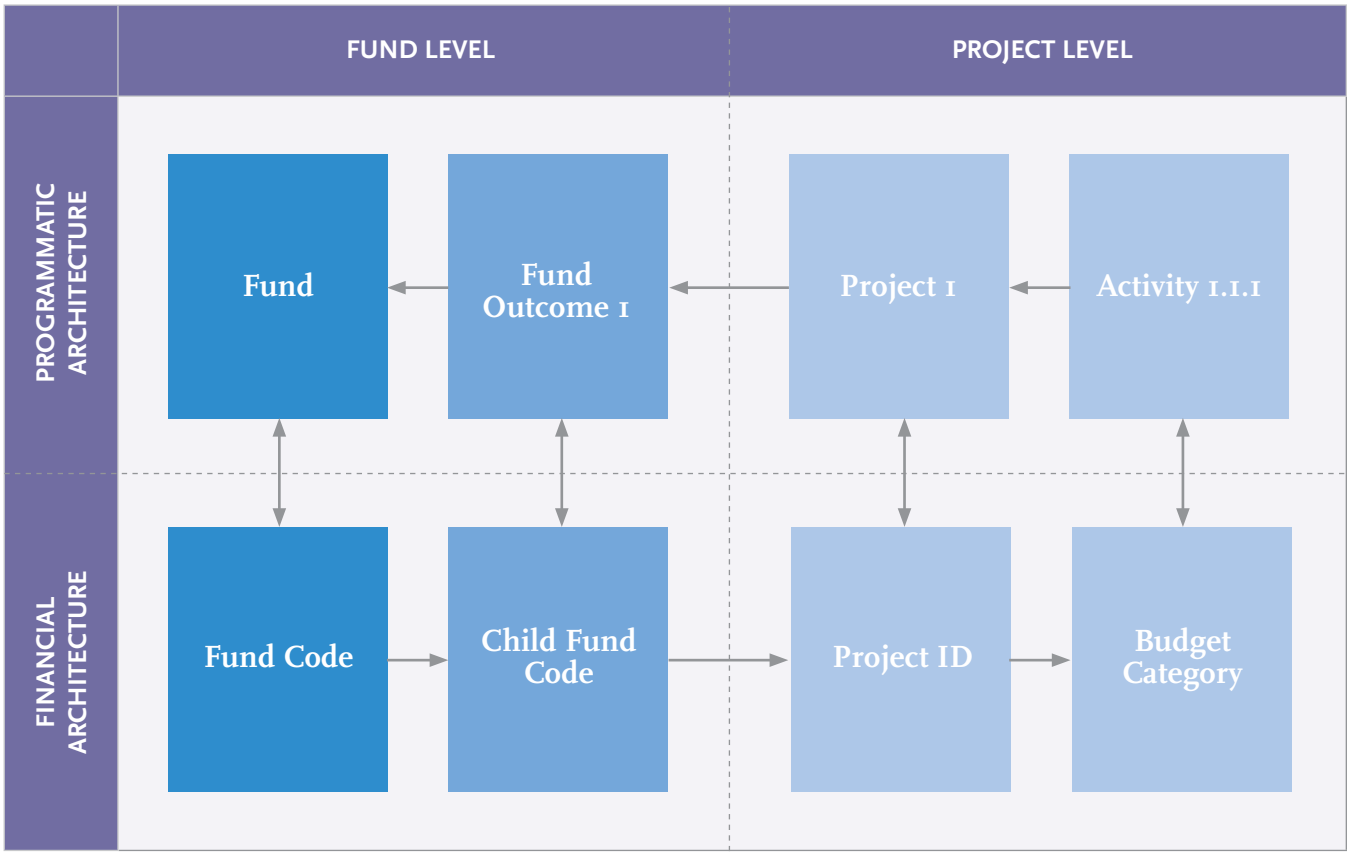
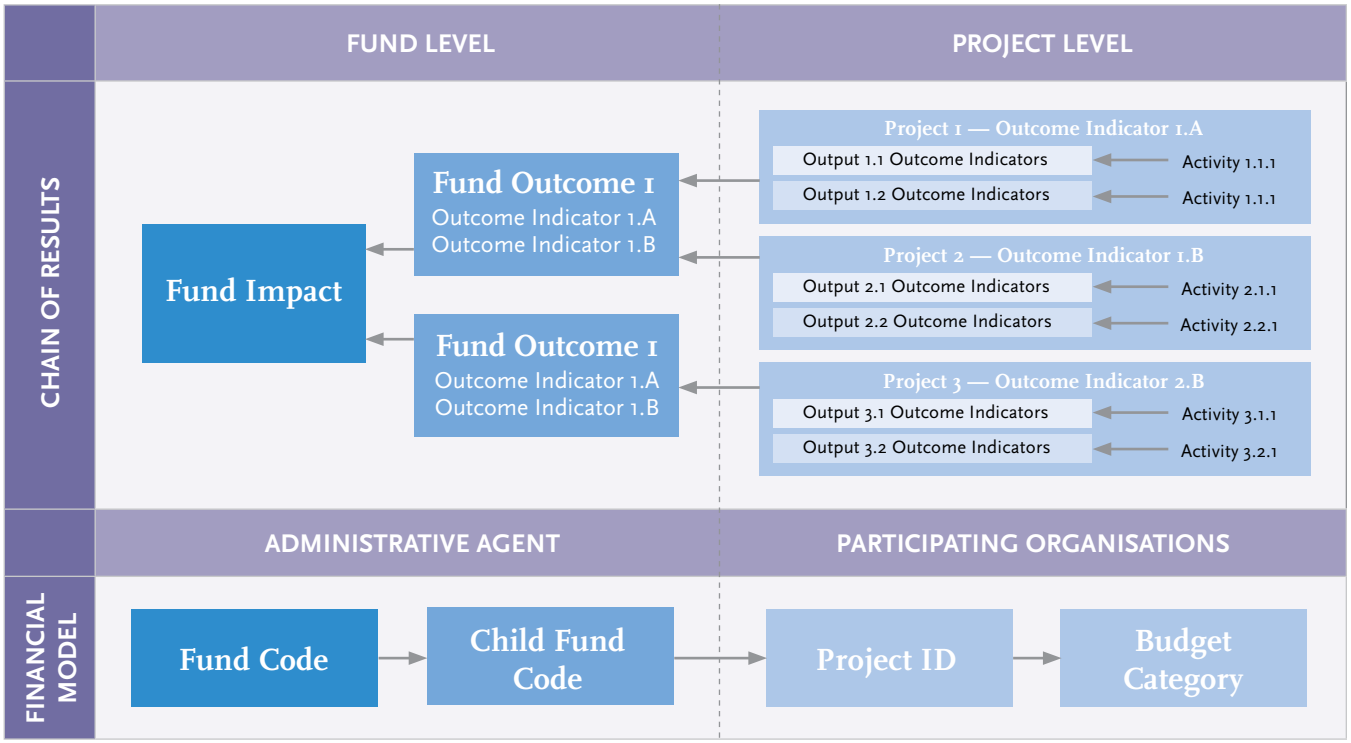


Figure 4: Applying the results-based management principles



The results matrix will set out the outcome indicators. Those indicators should be strategic enough to be monitored in each country and allow consolidation of country baseline, target and actual performance data. The performance of outcome indicators will be reviewed every year by the Funding Board, and indicators might be adjusted or data collection system improved. In order to allow the consolidation each approved project will be expected to select and report on at least one outcome indicator directly linked to the transformative change generated by the project interventions.

4.3 Financial needs

The GAI has made the following fund capitalization projections:

2016	$8 million
2017	$12 million
2018	$18 million
2019	$20 million
2020	$20 million

4.4 Indicators at the Fund and Project level

Based on its strategy and theory of change, the Technical Secretariat will recommend indicators at different results levels to the Funding Board for approval in order to monitor and report on performance (see below). A global baseline by indicator will be defined at the establishment of the GAI 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 GAI plans to achieve, will then depends on the investment decision and level of capitalization. As such, for each indicator, projects will define their baseline, overall target, and means of verification. Indicators are selected at each level of results;

- **Fund Impact indicators:** usually track long-term change. Interventions from a range of stakeholders contribute to such change. Progress is usually measured every 3 to 5 years through evaluations.
- **Outcome indicators:** are established at the fund level. Every project financed by the GAI will contribute to a fund outcome and must choose at

least one outcome indicator to report against. This allows aggregation of progress against fund outcomes across a large number of projects.

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

The following figure illustrates the GAI results matrix, including indicators.

Figure 5: Template Three Year Results Matrix

IMPACT: MORE PEACEFUL AND GENDER EQUAL SOCIETIES					
Impact Indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Means of Verification
Percentage of women and girls that have experienced physical, psychological or sexual violence in the previous 12 months					SDG indicator
Proportion of positions (by sex) in public institutions (national and local legislatures, public service and judiciary) compared to national distributions					SDG indicator
Overall Indicator					
Proportion of GAI funds allocated to promoting interlinkages between crisis, peace and security and development settings (either through policy collaboration, partnerships or pooled funding).					GAI Reporting
Outcome 1: National strategies, financing and accountability mechanisms are in place for the implementation of women, peace and security commitments					Financial Investment: Y1- $XX; Y2 - XX; Y3- XX
Outcome indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Means of Verification
Whether or not National Action Plan on WPS have indicators to monitor progress					Country reporting by UN Women
Proportion of the total bilateral sector-allocable ODA allocated to the country that targets gender equality and women's empowerment (principal and significant)					OECD data

IMPACT: MORE PEACEFUL AND GENDER EQUAL SOCIETIES					
Outcome 2: National and regional conflict prevention systems are gender sensitive					Financial Investment: Y1- $XX; Y2 - XX; Y3- XX
Outcome indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Means of Verification
Proportion of early warning indicators that are gender specific					Country reporting by UNDP and UN Women
Number of cases of conflicts (e.g. familial, domestic, land, social, political, etc.) referred to local women mediators.					GAI Reporting. Country reporting by UNDP and UN Women.
Outcome 3: Women and girls affected by crisis lead, participate in and benefit from relief and response efforts.					Financial Investment: Y1- $XX; Y2 - XX; Y3- XX
Outcome indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Means of Verification
Percentage of funding allocated to gender responsive actions					Financial Tracking Systems
Percentage of women benefiting from the humanitarian response					SRP reports, country reporting, reporting on WHS individual commitments and annual Secretary General's Report on Strengthening the Coordination of Humanitarian Emergency Assistance of the United Nations
Outcome 4: Increased participation of women in formal and informal peace negotiations					Financial Investment: Y1- $XX; Y2 - XX; Y3- XX
Outcome indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Means of Verification
Proportion of formal negotiators in peace processes taking place within the last 12 months that were women					Country reporting (for non UN led) and DPA reporting (for UN led agreements)
Peace agreement has/ doesn't have specific provisions to improve the security and status of women and girls					DPA & UN Women

IMPACT: MORE PEACEFUL AND GENDER EQUAL SOCIETIES					
Outcome 5: Women and girls' safety and security are enhanced					Financial Investment: Y1- $XX; Y2 - XX; Y3- XX
Outcome indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Means of Verification
Proportion of personnel in national security and justice institutions that are women					Country reporting to UN Women and ILO
Outcome 6: The socio-economic recovery of women is promoted in post-conflict situations					Financial Investment: Y1- $XX; Y2 - XX; Y3- XX
Outcome indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Means of Verification
Labor force participation rate for persons aged 15+, by sex					ILO
Proportion of informal employment in non-agriculture employment, by sex					ILO
Proportion of seats held by women in national parliaments					SDG indicator

5. GAI Country Allocation and Project Approval Procedures[11]

The GAI is a programme-based financing instrument, providing an allocation of up to three years to eligible countries. An allocation from the GAI can only be provided to countries that have been declared as eligible by the Funding Board. Eligible countries will be prioritized by the Funding Board. Each country allocation will be made in order of prioritization (except in the case of a sudden onset emergency) and aim to be a minimum of $2 million.

In some cases, the Funding Board may also decide on $1 million allocations pending mobilization of additional resources in order to reach the $2 million threshold. The decision-making over the projects that this allocation will finance is made at the country level by the national level steering mechanisms.

5.1 Country eligibility and prioritization

Long list of eligible countries

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

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

- Countries must be on the OECD list of fragile states or facing a specific peace and security or humanitarian situation
- The nexus between the fragility and the peace, security and humanitarian situation must be established.
- Geographic balance in the selected countries.
- Balance in the different situations experienced by the countries (prevention, conflict, post-conflict, humanitarian),
- Mix of PBF / non PBF countries (PBF presence above $ 2 000 000)

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

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

Prioritization of the long list of countries

The Technical Secretariat shall request each eligible country through the UN Resident Coordinator on the endorsed long list to submit a brief 4 page country allocation proposal according to the template annexed to this Manual (Annex 1).

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

The Technical Secretariat shall submit the proposals electronically to the Funding Board at least ten working days ahead of its meeting with proposed

rankings based on scoring by agreed criteria. The Funding Board shall prioritize countries by evaluating the proposal against the following set of prioritization and scoring criteria.

GAI's Country prioritization matrix

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

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

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

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

- There must be a link between the emergency and the issue of peace and security.
- Balance in the Fund's account to meet the $2 million country threshold, or possibilities to appeal to donors to address this emergency.

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

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

5.2 Partner mapping

In order to limit the potential number of proposals in response to its call, the national level steering committee, with the support of an existing network of WPS NGOs, shall also identify potential civil society partners, who have proven capacities for the implementation of large-scale programmes, as well as smaller, more grass roots organizations. The following criteria are proposed for the pre-identification of partners for larger programmes:

- Nature and legal status of the organization: international, national, local CSOs
- Experience of the organization: implementation of programmes in the country in the fields of humanitarian action, peace and security and recovery.
- Country / field presence
- Capacity assessment: whether or not the organization has been through a UN capacity assessment.
- Access to other sources of funding

5.3 Calls for proposals at country level

The national level steering committee shall convene and prepare a call for proposals in line with its approved allocation. The call for proposal shall be no less than $ 1 million. The UN office providing secretariat support to the steering committee shall ensure extensive outreach, including through the use of electronic and print media to share the call for proposal to PUNOs in countries where the PBF has a limited (below $2 million allocation - or no interventions) and civil society organizations, copying in the members of the national level steering committee. The GAI Terms of Reference, results framework and country's allocation proposal

Country types													
				Overall added value with regard to the GAI's objectives[12] (/60)			Envisaged impact of GAI'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)
Country	PBF presence (Y/N)	GAI Outcomes covered		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	

shall be attached to the call, together with any other documentation considered relevant. Partners shall have 20 working days to submit their proposal to the UN office providing secretariat support, for onward submission to the Technical Secretariat. The document may not exceed ten pages.

5.4 Developing a GAI project document

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

5.5 Submission and technical examination

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

- Compliant with the call for proposal
- Correct usage of the template
- Inclusion of all mandatory information.

If the project document meets these criteria, the UN office submits the project to the global Technical Secretariat, who reviews the following aspects associated with the project design within 5 days. The UN office providing secretariat at country level will review the proposal according to the following criteria:

Programme management and monitoring:

- Capacity building plan for CSO partners is in place to deliver programme results
- Realistic results schedule - in general, projects should not last for more than 36 months.
- The allocation of budget resources to monitor and evaluate project activities over time.

Programme management and monitoring:

- Capacity building plan for CSO partners is in place to deliver programme results
- Realistic results schedule - in general, projects should not last for more than 36 months.
- The allocation of budget resources to monitor and evaluate project activities over time.

Budget:

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

The Technical Secretariat will then review the proposal according to the following criteria:

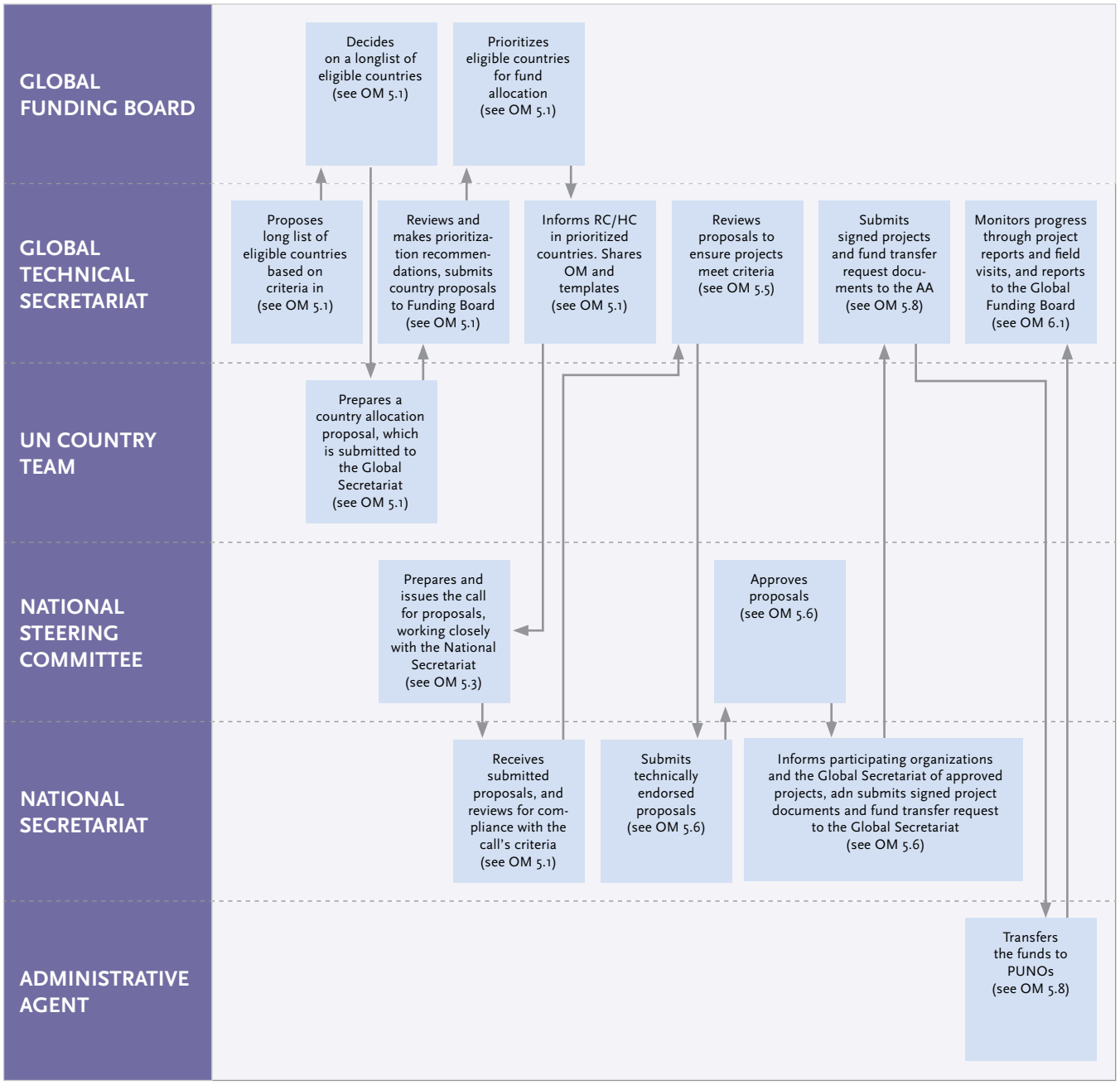
Project design and objectives:

- Alignment with the GAI's theory of change, particularly with respect to a specific outcome and indicator in its results framework
- Definition of objectives and results, taking account of previous evaluations in the same area
- Identification of a credible implementation strategy and sequential operation of activities
- Partnership with, and capacity development of local women's organizations. Joint projects are strongly encouraged
- Identification of risks and appropriate mitigation measures
- Complementarity with other Funds and Programmes

Viability and national ownership:

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

Figure 6: Project Approbation cycle



- Implementation of partnership with national CSOs.
- Viability of the programme beyond the financing period and (where applicable), how to reproduce it and improve it over time.

If the submission is made by a CSO, the Technical Secretariat shall verify that the micro-evaluation has been carried out within the framework of Harmonized Approach for Cash Transfer (HACT).

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

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

5.6 Decisions of the national level steering mechanism

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

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

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

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

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

5.7 Global level projects

In order to fulfil its mandate in terms of capacity-building, communication and knowledge management, the Funding board may decide to allocate funds to Global level projects, up to $500,000 per year. The global level projects may start in the second year and will be selected through a Call for proposals approved by the Funding Board and managed by the Technical Secretariat.

5.8 Transfer and receipt of Funds

Following approval by the national level steering mechanism or Funding Board, signature of the project documents by the duly authorized parties, the Technical Secretariat on behalf of the national level steering mechanism or Funding Board shall instruct the Administrative Agent to transfer the funds allocated to the participating organization(s). The Administrative Agent shall ensure that they are consistent with the applicable provisions of the Standard Administrative Agreement. Copies of the funds transfer note shall be transmitted to the Technical Secretariat.

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

6. Reporting, Monitoring and Evaluation

6.1 Narrative reports

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

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

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

The annual GAI reports shall contain the following elements:

- A summary of the main immediate 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 the updated data (level of outcomes and outputs);
- An intermediate financial report;

Reporting templates can be found in annexes 3 and 4.

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 GAI 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.[13] This consolidated annual report will pay particular attention to the analyses of Fund performance in terms of impact, outcome and immediate results by taking into consideration the performance matrix and financial performance measurements provided by the Administrative Agent.

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

6.2 Financial reports

The half-yearly update of each project transmitted to the Technical Secretariat by the relevant participating organization shall provide details of a non-certified statement of expenditure, which will enable the Funding Board and national level steering mechanisms to assess progress on the release of funds on an ongoing basis and if necessary to approve any revisions to the budget. The format used combines the financial data by activity and category (UNDG format).

Figure 7: Fund Performance matrix

SAMPLE FUND PERFORMANCE MATRIX						
Fund Goal	Sustained Peace					
Fund Impact	**Fund Impact**	**Baseline**	**Target**	**Achieved**	**Progress towards achievements of results**	**Trend and impact analysis**
	Percentage of the population who feels that the country is on the way to peace and stability	50%	70%	60%	50%	External Independent Evaluation
Fund Outcome 1	**Outcome Indicators overall performance: 75%**		**Financial Delivery: 90%**		Progress towards achievements of results	
Outcome Indicators	**Baseline**	**Target**	**Achieved**	**Progress towards achievements of results**		
Percentage of men and women that feel consulted and represented by the different levels of administration	10%	50%	30%	50%		
Fund Outputs	**Responsible Participating Organizations**	**Output Indicators overall performance: 70%**		**Financial Delivery: 90%**		
Project ID	UNDP	80%				
Project ID	UNDP	Based on project annual reports				

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

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

The Administrative Agent shall consolidate the various financial reports and products of the consolidated financial tables. It shall submit a consolidated annual financial report to Technical Secretariat on 15 May each year for submission to the Funding Board. This shall include the following financial tables, in US dollars:

- General financial overview;
- Contributions by donors;
- Net amount of financing by specific GAI outcome;
- Net amount of financing by GAI project;
- Net amount of financing by participating organization;
- Total financial implementation rate by category;
- Financial implementation rate by specific outcome;
- Financial implementation rate by GAI project;
- Financial implementation rate by participating organization.

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

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

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

6.3 Monitoring and evaluation

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

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

At the Fund level, there will be a mid-term evaluation after implementation of the first two and half years of the results framework to inform development of the next results framework. A final evaluation will be undertaken at end of the life of the fund.

7. Revision, Extension and Closure

7.1 Project revision

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

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

7.2 Project closure

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

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

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

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

7.3 Fund extension

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

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

ing Board members to take into consideration programmatic and financial viability issues will guide the drafting of a fund extension proposal by the Technical Secretariat.

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

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

7.4 Fund closure

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

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

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

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

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

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

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

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

8. Risk Management

8.1 Overview of the GAI's Risk Management Strategy

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

- **Risk:** the uncertainty that affects the outcome of activities or interventions.[14]
- **Risk assessment:** the process to determine the nature and extent of risk by analyzing hazards and evaluating existing conditions of vulnerability that together could potentially harm exposed people, property, services, livelihoods and the environment on which they depend. A comprehensive risk assessment not only evaluates the magnitude and likelihood of potential losses but also provides full understanding of the causes and impact of those losses.[15]
- **Risk management:** to all activities required to identify and control exposure to risk that may impact results. The role of risk management is to limit exposure to an acceptable level of risk in relation to the expected gain by taking action to reduce the probability of the risk occurring and its likely impact.[16]

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

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

In line with the UNDG risk management framework,[17] in order to leverage its risk management potential, the GAI will Fund Risk Management Strategy. The main purposes of the fund risk management strategy are to:

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

In particular the GAI's fund risk management strategy:

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

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

8.2 Steps for developing its risk management strategy

Develop a common understanding of the risks facing the fund

The Funding Board will reach a common understanding of the main risks facing the fund. The Technical Secretariat, in consultation with other stakeholders will conduct a risk assessment to identify the key risks. Information will be sought from various sources including internal incident data, audits, key informant interviews, questionnaires and open source data.[18] Consideration should also be given to the specific risk drivers and outcomes.

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

Figure 8: Risk ranking matrix

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

Figure 9: Levels of risk and response

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

Risk monitoring, costs and reporting

Risk monitoring can be distinguished at two levels:

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

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

The GAI Technical Secretariat will report to the Funding Board on issues related to risk.

Risk	Risk Drivers	Risk outcomes	Mitigation options	Adaptation options	Monitoring	Owners

ANNEXES

Annex 1: Template – Country allocation proposal

GLOBAL ACCELERATION INSTRUMENT ON WOMEN, PEACE AND SECURITY AND HUMANITARIAN ACTION (GAI)

Country Allocation Proposal
(Length – Maximum 4 pages)

Country	
Is this an emergency request? (Yes/No)[19]	
GAI Outcomes the Country allocation is contributing to[20]	
Amount of any existing PBF commitments in the country[21] and estimated proportion of existing commitments targeting women/gender equality	
Total value of the Country Allocation[22]	
Starting date and duration of the programme[23]	
GAI's Secretariat contact at the Country level:[24]	
Name:	
Agency:	
Title:	
Email:	
GAI's Secretariat contact at the Country level:	
Name:	
Title:	
Email:	
Signature:	

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

B. Rationale for the GAI	Explain the added value of the Country proposal with regard to the three GAI's Objectives[25]: 1. Breaking silos between the crisis, peace, security, and development contiguum 2. Addressing structural funding gaps for women's participation 3. Improving policy coherence and coordination, including by promoting coherence between actors

C. Contribution to the GAI's results framework	Which Outcomes (up to 2) in the GAI's results framework would the projects at country level contribute towards?[26]
	What is the envisaged impact of the GAI's investment in the country?

D. Partnerships	Provide an overview of potential partners for the GAI (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/grass-roots CSOs.

E. Governance	Describe the structure and membership of the country level steering mechanism that will approve projects?[27]
	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?[28]

F. Complementarity	Give an outline of ongoing or past PBF interventions related to women, peace and security. [29]
	Highlight potential areas for complementarity between the PBF and GAI
	Provide a general overview of potential areas for complementarity between the GAI and other major UN initiatives that have links with the WPS agenda

Annex 2: Template – Project document

GLOBAL ACCELERATION INSTRUMENT ON WOMEN, PEACE AND SECURITY AND HUMANITARIAN ACTION (GAI)

Project Document
(Length – 7-10 pages)

I. Prodoc Cover Page

Project Title:		PUNO[30]:	
Project Contact Name: Entity: Title: Email:		Implementing Partner(s):	
		Country:	
		Total Project Cost:	
		GAI's contribution[31]:	
		Other contributions:	
		Proposed Project Start Date:	
		Proposed Project End Date:	
		Total duration (in months)[32]:	
GAI's Outcome[33] the project is contributing to:			
GAI's Outcome indicator[34] the project will be reporting on:			

PUNO(s)[35] and Implementing Partners	
Name of PUNO[36]	Name of CSO[37]
Name of PUNO Representative	Name of CSO Representative
Title	Title
Signature	Signature
Date & Seal	Date & Seal

II. Executive Summary

The executive summary provides an overview of the project, how it will contribute to accelerating peace or humanitarian relief, the intended results and why they are important, and a description of the strategy for their achievement. Basic data includes: project duration, total budget, funding sources, partners, target beneficiaries, governance structure;

III. Context and Situation Analysis

The context should provide an analysis of the broad political context – nature of conflict / emergency/ humanitarian situation. It should also contain an analysis of the situation of women/gender equality the Project aims at addressing

IV. Rationale for GAI's support

This section will provide an overview of other women, peace, security and humanitarian initiatives and projects and gaps at the national level and/or in the geographic area of the project. It will explain the added value the project and how it would complement other initiatives.

It will also contain the problem statement and how the Project intends so solve it (underlining added value of investing in women in order to accelerate peace). This section can build on documented evidence, lessons, and good practices of past initiatives in the country, region and locality.

It will explain how the requesting organization(s) has the knowledge/expertise/partnerships to successfully achieve results.

V. Results and Resources Framework

This section describes the results to be achieved by the Project and the means of implementation (narrative).

The results will also be formulated in a results framework (using the same format in Annex A).

The Project's Outcome is repeated from the GAI's Outcome(s) selected in the Country's allocation[38].

The Project's outputs can be repeated from the GAI's results framework (indicative outputs indicators are also provided).

New indicators must be SMART and contribute to higher level of GAI's Theory of Change. Key activities that are necessary to produce each output are also defined. Activities do not have indicators. In the "Means of Verification/Sources of Information" column, identify the methods and sources of information that will be used to measure performance against the indicators.

A Resource framework using UNDG's categories will also be included (See Annex B).

VI. Partnerships

This section will provide a partners' assessment detailing each partner's role, added value and capacities (UN entities, Government and Civil Society Organizations).

A particular attention will be given to explaining how partnerships and coalition building will help support local, grassroots and/or community women's or women's rights CSOs.

VII. Monitoring, reporting and management Arrangements

This section will describe the management arrangements, as well as monitoring, evaluation (if any), reporting and research activities (including the research projects) that will be developed through this Project, if any). This section will also include a risk analysis and proposed mitigation measures.

Annex A : Results framework

Results	Indicators	Means of Verification/Sources of Information	Activities	Budget
Outcome [39]	Outcome indicator[40]			
Output 1.1				
Output 1.2.				
Output 1.3.				

Annex B - Budget per category

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

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

Annex 3: Template - Annual Project narrative progress report

GLOBAL ACCELERATION INSTRUMENT ON WOMEN, PEACE AND SECURITY AND HUMANITARIAN ACTION (GAI)

Annual Project narrative progress report
Reporting period: 1 January – 31 December
(Length – Maximum 8 pages)

Project Title:		PUNO(s)	
		Implementing Partner(s):	
Project Number:		Project Location:	
		Total Approved budget:	
Reporting Period:		Project Start Date:	
		Project End Date:	
Report submitted by:		Total duration (in months):	
Project Description:			
GAI's Outcome the Project is contributing to :			
GAI's indicator the Project is reporting on:			

Narrative Report Format

Executive Summary

- In 1 page maximum, summarize the most important achievements of Programme during the reporting period and key elements from your detailed report below. Highlight in the summary, the elements of the main report that you consider to be the most critical.

I. Purpose and new developments

- Provide the main objectives and expected outcomes of the programme in relation to the GAI's results framework.
- Describe any evolution in the peace/security/ humanitarian context experienced by the country.
- Provide information on how the programme sought to break silos between peace and security/ humanitarian and development efforts

II. Results

- Narrative reporting on results:
  - » **Outcome:** Provide a summary of progress made by the Programme in relation to **planned outcome from the Project Document,** with reference to the relevant indicator in this document. Describe if any targets were achieved, or explain any variance in achieved versus planned results during the reporting period. Explain who the main beneficiaries were.
  - » **Outputs:** Report on the key outputs achieved in the reporting period, in relation to **planned outputs from the Project Document,** with reference to the relevant indicator(s). Describe if any targets were achieved, or explain any variance in achieved versus planned results during the reporting period.
  - » **Describe any delays in implementation, challenges, lessons learned & best practices:** If there were delays, explain the nature of the constraints and challenges, actions taken to mitigate future delays and lessons learned in the process. Were there any programmatic revisions undertaken during the reporting period? Please also include experiences of failure, which often are the richest source of lessons learned.
- Indicator Based Performance Assessment:
  - » Using the **Results Framework from the Project Document** - provide an update on the achievement of indicators at both the output and outcome level in the table on the following page. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.

		Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Out-come 1[41]	Indicator: Baseline: Planned Target:			
Output 1.1	**Indicator 1.1.1** Baseline: Planned Target:			
	Indicator 1.1.2 Baseline: Planned Target:			
Output 1.2	**Indicator 1.2.1** Baseline: Planned Target:			
	Indicator 1.2.2 Baseline: Planned Target:			

- A Specific Story (Optional)
  - » It does not have to be a success story – often the most interesting and useful lessons learned are from experiences that have not worked. The point is to highlight a concrete example with a story that has been important to your Programme in the reporting period.
  - » In ¼ to ½ a page, provide details on a specific achievement or lesson learned of the Programme. Attachment of supporting documents, including photos with captions, news items etc, is strongly encouraged. The MPTF Office will select stories and photos to feature in the Consolidated Annual Report, the GATEWAY and the MPTF Office Newsletter.

Problem / Challenge faced: Describe the specific problem or challenge faced by the subject of your story (this could be a problem experienced by an individual, community or government).
Programme Interventions: How was the problem or challenge addressed through the Programme interventions?
Result (if applicable): Describe the observable *change* that occurred so far as a result of the Programme interventions. For example, how did community lives change or how was the government better able to deal with the initial problem?
Lessons Learned: What did you (and/or other partners) learn from this situation that has helped inform and/or improve Programme (or other) interventions?

III. Assessments, Evaluations and Knowledge

- Report on any assessments, evaluations.
- Report on studies undertaken on any knowledge product developed through the Programme

IV. Programmatic Revisions

- Indicate any major adjustments in strategies, targets or key outcomes and outputs that took place.
- Present priority actions planned for the following year

V. Resources (Optional)

- Provide any information on financial management, procurement and human resources.
- Indicate if the Programme mobilized any additional resources or interventions from other partners.

Annex 4: Template: Final Programme narrative progress report

GLOBAL ACCELERATION INSTRUMENT ON WOMEN, PEACE AND SECURITY AND HUMANITARIAN ACTION (GAI)

Final Programme narrative progress report
Reporting period: xxx to xxx
(Length – Maximum 10 pages)

Programme Title:		PUNO(s)	
		Implementing Partner(s):	
Programme Number:		Project Location:	
		Total Approved budget:	
Report submitted by:		Project Start Date:	
		Project End Date:	
Project Description:		Total duration (in months):	
GAI's Outcome the Project is contributing to :			
GAI's indicator the Project is reporting on:			

Narrative Report Format

Executive Summary

- In 1 page maximum, summarize the most important achievements of Programme and key elements from your detailed report below. Highlight in the summary, the elements of the main report that you consider to be the most critical.

I. Purpose and new developments

- Provide the main objectives and expected outcomes of the programme in relation to the GAI's results framework.
- Describe any evolution in the peace/security/humanitarian context experienced by the country during the Project implementation.

II. Results

- Narrative reporting on results:
  - » **Outcome:** Provide a summary of progress made by the Project in relation to the **planned outcome from the Project Document,** with reference to the relevant indicator in this document. Describe if any targets were achieved, or explain any variance in achieved versus planned results during the reporting period. Explain who the main beneficiaries were.
  - » **Outputs:** Report on the key outputs achieved in the reporting period, in relation to **planned outputs from the Project Document,** with reference to the relevant indicator(s). Describe if any targets were achieved, or explain any variance in achieved versus planned results during the reporting period..
  - » **Describe any delays in implementation, challenges, lessons learned & best practices:** If there were delays, explain the nature of the constraints and challenges, actions taken to mitigate future delays and lessons learned in the process. Were there any programmatic revisions undertaken during the reporting period? Please also include experiences of failure, which often are the richest source of lessons learned.
- Indicator Based Performance Assessment
  - » Using the **Results Framework from the Project Document** - provide an update on the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.

		Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Out-come 1[42]	Indicator: Baseline: Planned Target:			
Output 1.1	**Indicator 1.1.1** Baseline: Planned Target:			
	Indicator 1.1.2 Baseline: Planned Target:			
Output 1.2	**Indicator 1.2.1** Baseline: Planned Target:			
	Indicator 1.2.2 Baseline: Planned Target:			

- Evaluation, Best Practices and Lessons Learned
  - » Report on any assessments, evaluations undertaken relating to the Project and how they were used during implementation. Has there been a final project evaluation/review and what are the key findings? Provide reasons if no Project evaluation have been done yet?
  - » Report on any studies and knowledge products elaborated through the Project and how they were used during implementation and disseminated.
  - » Report key lessons learned and best practices that would facilitate future Project design and implementation, including issues related to management arrangements, human resources, resources, etc. Please also include experiences of failure, which often are the richest source of lessons learned.
  - » Report on sustainability strategy for the Project
- A Specific Story
  - » It does not have to be a success story – often the most interesting and useful lessons learned are from experiences that have not worked. The point is to highlight a concrete example with a story that has been important to your Programme in the reporting period.
  - » In ¼ to ½ a page, provide details on a specific achievement or lesson learned of the Programme. Attachment of supporting documents, including photos with captions, news items etc, is strongly encouraged. The MPTF Office will select stories and photos to feature in the Consolidated Annual Report, the GATEWAY and the MPTF Office Newsletter.

Problem / Challenge faced: Describe the specific problem or challenge faced by the subject of your story (this could be a problem experienced by an individual, community or government).
Programme Interventions: How was the problem or challenge addressed through the Programme interventions?
Result (if applicable): Describe the observable *change* that occurred so far as a result of the Programme interventions. For example, how did community lives change or how was the government better able to deal with the initial problem?
Lessons Learned: What did you (and/or other partners) learn from this situation that has helped inform and/or improve Programme (or other) interventions?

Anex 5: Template – Project transmittal form

GLOBAL ACCELERATION INSTRUMENT ON WOMEN, PEACE AND SECURITY AND HUMANITARIAN ACTION (GAI)

Project Transmittal Form for Country-Level Projects

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

GAI Technical Secretariat/ Global Acceleration Instrument (GAI) on Women, Peace and Security and Humanitarian Action

Project Transmittal Template for approval by the Country Level Steering Committee

Part A. Meeting Information **To be completed by the Country-level Secretariat**	
Date of Country Level Steering Committee Mweeting:	
Country:	
Outcome Area:	
Participating UN Organization(s):	
Total Budget:	
Part B: Project Summary **To be completed by the Participating UN Organization**	
From *(Head of UN Recipient Organization):*	
Contact: *(Telephone number, email):*	
Date of Submission:	

Proposed Project, if approved, would result in:	Proposed Project resulted from:
☐ New Project / Joint Project ☐ Continuation of previous funding, project cost extension ☐ Other (explain)	☐ National Authorities initiative ☐ UN Agency initiative ☐ Other (explain)

Project Title:	
Total Project Budget: *For project extension indicate current budget and new proposed budget	
Total GAI Project Budget: *For project extension indicate current budget and new proposed budget	
Amount requested break-down by PUNOS : *For project extension indicate current budget and new proposed budget by PUNOS	
Amount and percentage of indirect costs requested: *Total and breakdown by PUNOS	

Narrative summary of Project *Not to exceed 500 words*
Background *[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.]*
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 GAI 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 GAI's 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 Country Level Steering Committee *To be completed by the GAI Technical Secretariat and signed by the Country Level Steering Committee Co-chairs*
Decision of the Country Level Steering Committee
☐ Approved for a total budget of $ _____ ☐ Approved with modification/condition ☐ Deferred/returned with comments for further consideration ☐ Rejected
Comments/Justification

[Name] **Government Co-Chair,** **Country Level Steering Committee**	**[Name]** **UN Co-Chair,** **Country Level Steering Committee**
_____ *Signature* _____ *Date*	_____ *Signature* _____ *Date*

Part F: Administrative Agent Review *To be completed by the Administrative Agent*	
Action taken by the Administrative Agent: MPTF Office, UNDP	
☐ Project consistent with provisions of the Memorandum of Understanding and Standard Administrative Arrangements with donors	
Jennifer Topping **Executive Coordinator, MPTF Office, UNDP**	
_____ *Signature*	_____ *Date*

Endnotes

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

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

3 High Level Panel on Peacebuilding Architecture (2015).

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

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

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

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

8 The GAI 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

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

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

11 All templates can be found in the annexes

12 The GAI'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

13 Final in the case of closure of the Fund.

14 DFID (2011).

15 UNDP BCPR Factsheet - Disaster Risk Assessment.

16 DFID (2011).

17 UNDG (draft March 2015).

18 UNDG (draft March 2015).

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

20 Up to 2 out of the 6 Outcomes from the GAI's theory of change

21 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 GAI 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 GAI will support interventions by both UN organizations, Governmental institutions and civil society organizations. A minimum of 50% of the GAI's funds at country level will be channelled to CSOs.

22 GAI country allocations will generally be of a minimum of $ 2 million

23 Country allocation duration not to exceed 3 years.

24 The UN Management Entity (ME) for CSOs will serve as the GAI's Secretariat. In countries where UN Women has a country presence, UN Women will serve as the ME for CSOs and as the GAI'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.

25 The GAI'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

26 See GAI's Theory of change in GAI's ToR attached

27 To the extent possible, existing structures will be used rather than establishing new ones. In most cases, it is envisaged that existing coordination committees for WPS, including National Action Plans coordination mechanisms and PBF Joint steering committees, will be used. At a minimum, the national level steering committee will be made up of:

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

28 The UN Management Entity (ME) for CSOs will serve as the GAI's Secretariat. In countries where UN Women has a country presence, UN Women will serve as the ME for CSOs and as the GAI'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

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

30 In the case of a CSO submitting a proposal, the PUNO will be the Management Entity (UN Women where UN Women has a country presence) and the Implementing Partner will be the submitting CSO

31 The GAI set a minimum of $100 000 for projects, in line with UNDG's guidelines

32 Maximum project duration is 3 years

33 A project can only contribute to one Outcome

34 The Outcome indicator is repeated from the GAI's results framework

35 Please add signature block for each PUNO receiving funds under this project.

36 In the case of a CSO submitting a proposal, the PUNO is the Management Entity

37 In the case of a CSO submitting a proposal directly to the Steering Committee

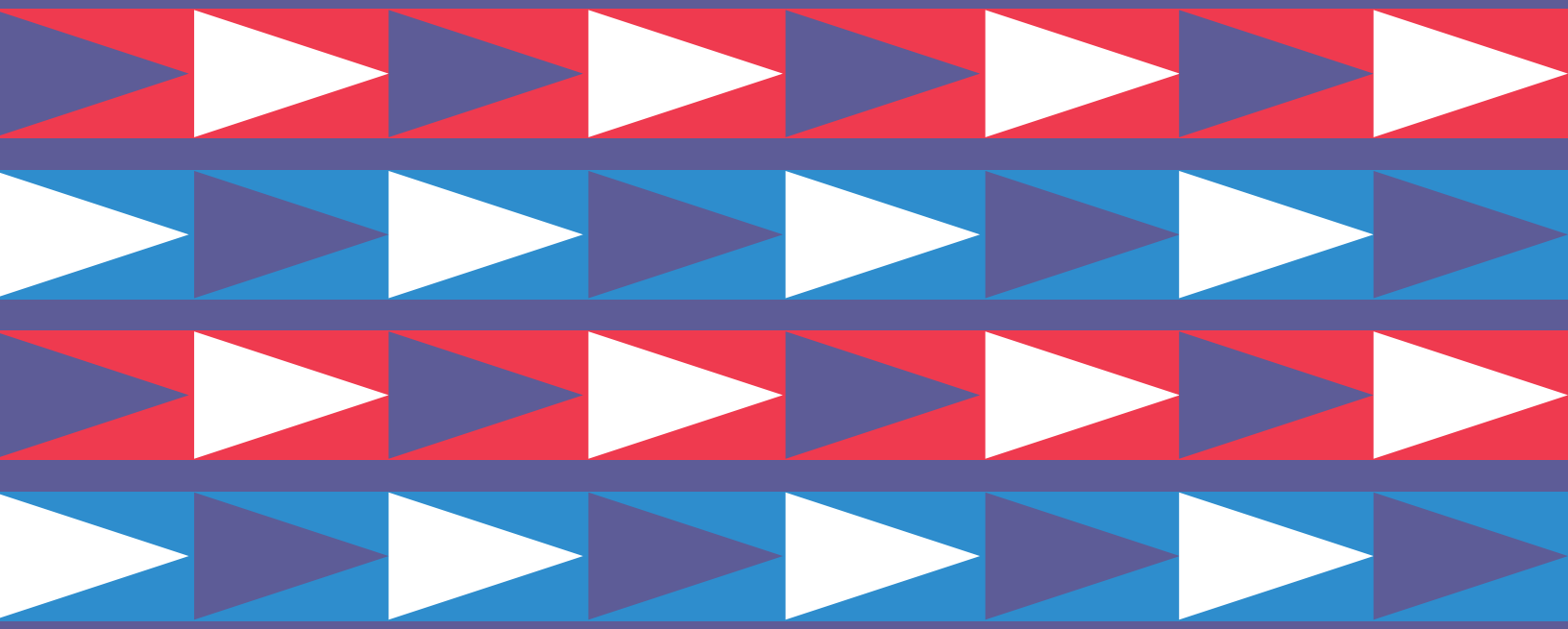
38 A project can only contribute to one Outcome.

39 The Outcome will be duplicated from corresponding GAI's Outcome

40 The Outcome indicator will be repeated from the GAI's Results Framework

41 Note: Outcomes, outputs, indicators and targets should be as outlined in the Project Document so that you report on your actual achievements against planned targets.

42 Note: Outcomes, outputs, indicators and targets should be as outlined in the Project Document so that you report on your actual achievements against planned targets.



GAI Global Acceleration Instrument