


**Funding Window on Women Human Rights Defenders
Proposal Template: INGO partners (Inception Phase)**

I. Project Document Cover Page

Organization Name MADRE Co-Implementing Partner: Women's International League for Peace and Freedom	Country of Registration <i>If multiple country offices, please also specify.</i> United States
Contact Information Head Office Location (city): New York Project Contact Name: Natalia Caruso Title: Director of Grantmaking Email: fundraising@madre.org Telephone/Mobile: (212) 627-0444 Website (if applicable): https://www.madre.org/	Type of INGO <i>Select all that apply:</i> <input checked="" type="checkbox"/> Women's Rights <input checked="" type="checkbox"/> Women-Led <input type="checkbox"/> Youth Rights <input type="checkbox"/> Youth Led <input checked="" type="checkbox"/> Other. <i>Please specify:</i> Feminist Fund
Language Capabilities in Organization (select all that apply) <input type="checkbox"/> XEnglish <input checked="" type="checkbox"/> X Other. <i>Please specify:</i> <input type="checkbox"/> XFrench Bosnian <input type="checkbox"/> XArabic Portuguese <input type="checkbox"/> XSpanish Italian	Budget requested (USD)¹ \$479,505 USD

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Name of I/NGO: MADRE Name of I/NGO Representative: Yifat Susskind Title: Executive Director Signature:  <small>DocuSigned by: 62A0B3D4F3A44BB...</small> Date & Seal: May 19, 2022

¹ Should not exceed 400,000 USD. For consortiums, the budget should not exceed 700,000 USD.

1. Vision/Mission of the Organization

MADRE is an international women's rights organization and feminist fund that partners with community-based, women and girl-led organizations and local activists on the frontlines of war, conflict and disaster in the global South. We advance human rights and social justice by meeting urgent needs in communities and creating lasting solutions to crises. Together with partners worldwide, we work towards a world in which all people enjoy individual and collective human rights; natural resources are shared equitably and sustainably; women and girls participate effectively in all aspects of society; and all people have a meaningful say in policies that affect their lives.

For the proposed project, MADRE will work in consortium with the **Women's International League for Peace and Freedom (WILPF)**. WILPF is an international women's peace organization founded in 1915 with sections around the world and an International secretariat based in Geneva. WILPF envisions a world free from violence and armed conflict with justice and equality for all. WILPF's mission is to achieve feminist peace for equality, justice and demilitarized security.

MADRE and WILPF partner with grassroots women organizers, peace activists and WHRDs in the contexts of war, disaster and their aftermath, both equipping them to meet their communities' needs while training and accompanying them in advocating for lasting change. By supporting grassroots women's leadership, we not only help to build sustainable foundations for peace, but also change policies and practices in order to strengthen gender-based human rights and advance women's position in society.

2. Geographical Reach

Indicate the regions where your organization supports women human rights defenders.

- | | |
|--------------------------------------------------------|---------------------------------------------------------|
| <input checked="" type="checkbox"/> X Africa | <input type="checkbox"/> X Europe and Central Asia |
| <input checked="" type="checkbox"/> X Americas | <input type="checkbox"/> X Middle East and North Africa |
| <input checked="" type="checkbox"/> X Asia and Pacific | |

*List the **specific countries/contexts** where your organization has worked/supported women human rights defenders in the last 3 years*

MADRE and WILPF (MADRE/WILPF) have decades of experience partnering with and providing grants to **local women's organizations and Women Human Rights Defenders/peace activists (hereinafter WHRDs)** in countries experiencing conflict, violence and political repression and/or in post-conflict, fragile, humanitarian and other crisis contexts. Together we support women's organizations and WHRDs working at different levels (local, national, regional, and international) who are building a path for peace and lives free from violence.

MADRE/WILPF have individual and collective experience providing grants and technical support to WHRDs in Africa, the Americas, Asia and the Pacific, Europe and Central Asia, and the Middle East and North Africa and regularly collaborate to ensure complementary rather than duplicative responses to crises. MADRE specifically specializes in resourcing organizations and WHRDs who, given their marginalization, geographic locations and/or political environments, are considered difficult to fund, challenging to reach and/or sidelined from traditional philanthropy channels.

Over the past three years, for example, MADRE/WILPF were responsive to attacks against civil society and human rights defenders amid rollbacks on human rights, worsening climate disasters, the escalation of conflict and the twin pandemics of domestic violence and COVID-19. For example, as the crisis in Afghanistan escalated in 2021, MADRE activated our Afghan Women's Survival Fund and mobilized quickly to distribute grants to WHRDs and their networks in anticipation of the fall of Kabul. Since July 2021, MADRE has disbursed over \$500,000 in support of WHRDs in Afghanistan and in exile.



Together, MADRE/WILPF have further resourced and helped organize an in-country underground railroad for WHRDs in need of relocation, advised on physical and digital protection and security measures, and coordinated and funded international evacuations for WHRDs and their families during and after the chaotic US troop withdrawal. At the international level, MADRE/WILPF mobilized advocacy efforts among states and international organizations on behalf of Afghan WHRDs and their communities, utilizing the UN Security Council, relevant Treaty bodies, and Member States (EU and US) to demand protection and accountability, insist on compliance to women's human rights from the Taliban, and ensure the voices of Afghan women and girls are centered in policy discussions and peace processes. In August 2021, MADRE/WILPF—along with Kvinna till Kvinna, Equality Fund, and Global Fund for Women, among other allies, co-founded Feminist Action for Afghanistan (FAA), a coalition of organizations and women's funds dedicated to coordinating urgent and long-term protection and accountability efforts in solidarity with Afghan WHRDs, in-country and in exile.

As a feminist fund, MADRE specifically disbursed over \$2.74M through 115 grants to 86 organizations and activists in 41 countries and \$1,034,744 in in-kind support in FY2021. This year, FY2022, MADRE has committed \$5M in grants to partner organizations and WHRDs in crisis. Grants range from small seed and opportunity grants, travel and networking grants, emergency and disaster relief grants, project-specific and time-bound grants, to multiyear general operating support grants. Since our inception in 1983, MADRE has disbursed over \$58M in grants and life-saving aid to WHRDs and grassroots women's organizations.

Countries in past three years on UN Security Council Agenda (MADRE and WILPF)

1. Afghanistan
2. Colombia
3. Democratic Republic of the Congo
4. Haiti
5. Iraq
6. Korean Peninsula/North Korea
7. Lebanon
8. Libya
9. Mali
10. Myanmar
11. Palestine
12. Sudan, including for response in Ethiopia/Tigray region
13. Syria
14. Ukraine
15. Yemen

Other countries in past three years (MADRE and WILPF):

1. Armenia
2. Barbados
3. Brazil
4. Bolivia
5. Bosnia and Herzegovina
6. Canada
7. Cameroon
8. Côte d'Ivoire
9. Cuba
10. Dominican Republic
11. El Salvador
12. Ecuador
13. France
14. Germany
15. Guatemala



16. India
17. Israel
18. Kenya
19. Mexico
20. Morocco
21. Mozambique
22. Namibia
23. Nepal
24. Nicaragua
25. Nigeria
26. Pakistan
27. Panama
28. Peru
29. Philippines
30. Tanzania
31. Samoa
32. Sierra Leone
33. Solomon Islands
34. Uganda
35. USA
36. Venezuela

3. Rationale for Partnership with WPHF and Technical Experience (*maximum 500 words*)

i) Summarize why your organization is applying to be a partner with the WPHF and the funding window for WHRDs

ii) Also provide a brief overview of your organization's experience in working with women human rights defenders in conflict and humanitarian contexts. Include your technical expertise and experience relevant to women's protection issues, specifically for WHRD

i) Through WPHF's partnership, MADRE/WILPF seek to expand the number of WHRDs we can support through grantmaking and build on our rapid response and feminist protection model for WHRDs, which includes funding WHRDs' full and meaningful participation in peace processes and decision-making. Our proposed response is especially important given 1) escalating attacks against WHRDs by state and non-state actors, and through virtual platforms, and 2) recognition that the current protection apparatus is insufficient, both in the amount of resources invested and the ways in which support is given, e.g. restrictive funds, administrative-heavy processes, and exclusion of support for WHRDs' families.

MADRE/WILPF have the experience and processes in place to promote learning and best practices in the sector for the protection of WHRDs, particularly around trust-based and feminist grantmaking strategies. WPHF's partnership is an opportunity to align with like-minded organizations, promote holistic protection of WHRDs and replicate successful solutions. MADRE/WILPF advance similar efforts in consortiums like the FAA, and in collaboration with peers/donors in the women's rights, peace and feminist funding spaces.

ii) Through long-term partnerships with local women's organizations and activists worldwide, MADRE/WILPF have developed deep trust with WHRDs confronting conflict, violence and political repression. We have a proven track record of supporting at-risk WHRDs with the financial/technical resources to ensure protection and continued activism, even underground and in exile.

Highlights of MADRE's/WILPF's experience include: mobilizing rapid response funds, relocating/resettling WHRDs and their families; coordinating/resourcing underground shelter and escape networks; supporting WHRDs to challenge patriarchal power structures and negotiate familial/cultural barriers to women's leadership; activating rapid response advocacy to call attention to threats/attacks against WHRDs and mobilize protective actions, and; connecting WHRDs with culturally-relevant support services and referrals. We also enhance the impact of WHRDs by supporting the growth of a powerful and resilient women's movement to combat violence, strengthening women's meaningful



participation in decision making and peacebuilding processes, facilitating the access and amplifying partners' voices in the multilateral system and fostering the exchange of experiences among women activists from different countries and regions.

MADRE/WILPF also further the protection and priorities of WHRDs in international/regional human rights mechanisms, UN bodies and with Member States. We maintain relationships with stakeholders and have a wide network of human/gender rights experts and advisors, which we leverage strategically for protection efforts.

MADRE has 39-years of grantmaking experience to draw upon for this project, particularly in providing rapid, flexible grants to WHRDs in conflict-affected and fragile contexts. We also maintain an Emergency and Disaster Relief Fund to mobilize resources quickly to WHRDs in need of protection, security, relocation and urgent support. MADRE/WILPF are well-placed to provide in-house technical support to grantees so they have concrete tools and strategies to respond to challenges to advocacy, security, protection, and access to supportive services; we have large networks with country-level, regional and thematic expertise to draw upon, if needed. Utilizing a truly ground up approach, we center locally-rooted, practical, and tested solutions to enhance the protection and security of WHRDs.

MADRE/WILPF's partnership is complementary and mutually reinforcing. WILPF will: 1) closely coordinate with MADRE to vet and assess potential grantees and support the decision-making process; 2) tailor and provide any technical support, guidance or capacity building needed to support WHRDs, and; 3) utilize their networks for referrals of WHRDs who could benefit from the fund and to facilitate supportive services for WHRDs.

In addition to expanding the potential geographic reach of the grantmaking, WILPF also has deep relationships with Afghan WHRDs through their WILPF-Afghanistan section. As such, WILPF is able to leverage the different networks of activists they are connected to worldwide and this has potential to open up additional service referral pathways for WHRDs. WILPF is also able to leverage their history, experience and reputation in feminist policymaking and peacemaking spaces to support the advocacy, learning and technical capacity elements of this grant.

Regarding advocacy support, WILPF's role will focus on harnessing their networks and resources to call attention to the threats WHRDs are facing and call on high level international actors to mobilize protective actions. WILPF will also connect WHRDs with culturally-relevant support services and referrals. With respect to technical capacity, WILPF will provide direct technical support to grantees through their programs and sections, so they have concrete tools/strategies to respond to challenges to advocacy, security, protection, and access to supportive services. Additionally, WILPF will support MADRE with reporting and Monitoring and Evaluation for all the areas they work on.

4. Grants/cash transfers to individuals and Management Experience (maximum 500 words)

Provide a detailed account of your organization's experience in grant-making to individual WHRDs in fragile and conflict-affected contexts. Include your experience in:

- i) assessing requests and protection of data*
- ii) processes in place for the management and transfer of timely funds in a secure way, particularly in difficult contexts*
- iii) best practices and challenges in managing grants/funds for WHRDs*

MADRE will lead the grantmaking mechanism; the vetting, secure grantmaking/communication methods, risk assessment, and other grantmaking considerations will follow MADRE's Grantmaking Manual protocols. MADRE has a successful 39-year track record as a grantmaker and in managing subgrants to individuals and safeguarding donor funds. We've administered and managed subgrants from UN agencies, foreign governments and large institutional donors.

i) MADRE utilizes specific criteria and a grantmaking rubric which assesses risks and funding needs, among other factors, to review requests for support (requests), prioritizing funds to individuals/groups representing or serving marginalized communities, like LGBTIQ individuals, people with disabilities, and ethnic/religious/political minorities. MADRE leverages these tools to vet requests from WHRDs. Requests are accepted over encrypted email and secure,

accessible platforms, e.g. Signal and Telegram. MADRE, with WILPF's support, will assess/verify requests, and leverage our networks in vetting, when appropriate and in line with a Do No Harm approach. MADRE screens applicants utilizing 1) public sources (e.g. websites); and 2) the U.S. Treasury Department's Office of Foreign Assets Control's ("OFAC") List of Specially Designated Nationals and Blocked Persons ("SDN List").

ii) MADRE employs a quarterly grantmaking docket system but approves ad-hoc emergency requests. Decisions for rapid funds are made within 24-48 hours of the request and grants are sent within 10 business days, depending on need. In addition to bank wire transfers, MADRE employs diverse transfer methods according to applicants' needs, e.g. through exchange companies, Western Union, PayPal and local methods, like Hawala in Afghanistan. All grants and sub-contracts are subject to legally-binding agreements that enumerate and clarify grantee and contractors' programmatic and financial responsibilities with respect to MADRE and donor funding. Agreements stipulate award amount, scope of work, budget, and grant period, and specify requirements for financial and programmatic management, monitoring, and reporting to MADRE. Agreements describe measures that may be taken upon suspicion of irregular financial behavior or non-compliance, including financial management training, investigation, temporary withholding of funds, or termination of funding. MADRE confirms that any donated funds are deposited in bank accounts held by the intended recipient and recipients sign an award letter upon receipt of funds. MADRE retains an Anti-Money Laundering and Economic Sanctions Policy, regularly consults with pro-bono lawyers, and partners with our independent finance team, NCheng LLC, to monitor fund transfers and financial reporting. MADRE keeps detailed records of all transactions for a minimum of 5 years, including records regarding due diligence.

iii) Transparency and trust are guiding principles and necessary values in supporting WHRDs. MADRE/WILPF further ensure that participatory, inclusive, and intersectional approaches guide our grantmaking and partnerships; our response to crises are informed by the lived experiences and expertise of frontline activists and communities. This project will include these local voices at every stage and we will provide compensation, e.g. stipends, where appropriate for input from WHRDs and activists.

As best practice, MADRE utilizes simplified requests from applicants, e.g. one paragraph overviews or multiple-choice options, to expeditiously respond to requests, ensuring the safety of WHRDs and families. We assume the administrative/due diligence burdens for vetting and fund transfers, ensure accessible formats and translation of requests, and maintain staff with fluency in multiple languages.

5. Risks and Mitigation Strategies

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

Risk	Risk Level (Very High, High, Medium, or Low)	Mitigation Strategy
Risks completing transfers of funds to partners, including bank closures, frozen accounts or the blockage or return of fund transfers to grantees, and economic sanction restrictions.	Low to Medium	Should banks close or accounts be frozen, MADRE is set up to mobilize funds and send to individuals via Western Union, exchange companies and/or other locally-used transfer methods, like PayPal and Hawala, for WHRDs inside countries or in exile. MADRE has established certain procedures to comply with U.S. and UK sanctions, which are reviewed annually, and regularly consults with a team of pro-bono lawyers specializing in anti-money laundering and



		<p>sanctions-compliance. As part of our grantmaking protocols, MADRE conducts restricted party screening of all potential partners, persons receiving donations, banks involved in a transaction, and any other persons involved in a transaction, according to the U.S. Treasury Department's Office of Foreign Assets Control ("OFAC") and the List of Specially Designated Nationals and Blocked Persons ("SDN List"). We will also screen potential grant recipients on public sources (e.g. websites, online news articles) and rescreen grantees on a quarterly basis against the SDN List. MADRE will confirm that any donated funds are deposited in bank accounts held by the intended recipient of the donation. Whenever possible, MADRE will make direct transfers to the intended recipient. If the intended recipient is not the holder of the account, MADRE will require detailed identification information about the holder of the account and will conduct diligence on that person. MADRE will also require specific written confirmation from the intended recipient of the donation as to why donations must be deposited into an account held by a third party. Any indication that the payment arrangement may violate U.S. and/or UK sanctions or anti-money laundering laws would be raised to MADRE's Board of Directors, WILPF and WPHF. MADRE keeps detailed records for a minimum of five years of all transactions, including records regarding the diligence conducted.</p>
<p>Funds allocated to grantees through this project may be misused or misallocated by grantees toward non-protection needs or costs not allowable under this project.</p>	<p>Low</p>	<p>Grantees funded through this project will be responsible for submitting financial reports and supporting documentation of cash receipts and/or all expenditures incurred in pursuit of their well-being and/or activities. Reporting requirements are agreed to by way of legally binding contracts with partners and grantees, which also bestow authority to MADRE to request</p>



		copies of and to audit the financial records of grantees/partners at any time. In addition to specific requirements for financial and programmatic reporting, agreements further stipulate key details of the grants, including the award amount, scope of work, approved budget and allowable expenses, among others. They further describe measures that may be taken upon suspicion of irregular financial behavior or non-compliance. Such measures may include financial management training, investigation, temporary withholding of funds, or termination of funding. MADRE keeps detailed records for a minimum of five years of all transactions, including records regarding the diligence conducted pursuant to these guidelines.
The personal and informational safety of WHRDs could be at risk.	Medium to High, depending on activity setting/context.	MADRE will maintain comprehensive and legally binding contracts with grantees that spell out clear protocols for confidentiality of information shared and sexual and gender-based violence related disclosures made to MADRE and WILPF. All staff working on this program will further abide by strict digital security measures that provide for safe and encrypted storage of sensitive information. Furthermore, MADRE and WILPF maintain a zero-tolerance stance with regard to all forms of exploitation and abuse. This position is codified in MADRE's code of ethics and conduct, which grantees agree to adopt as their own by entering into contribution agreements with MADRE.
WHRDs may face worsening threats or a deterioration of physical and psychological security.	Low/Medium to Very High, depending on activity setting/context.	MADRE and WILPF will assess security risks in an ongoing manner throughout the project period and beyond. As requested by grantees, MADRE and WILPF will provide technical support on advocacy, physical safety and digital security and provide referrals or linkages to supportive services.



		<p>MADRE's and WILPF's strong ties to WHRDs, local partner organizations and civil society networks in the countries where we work provide protection to all grantees by leveraging local knowledge and network support. We will encourage grantees to immediately report threats and/or intimidation. Upon a report of threats and/or intimidation, MADRE, with support from WILPF, and in coordination with grantees, will assess the level of the risk, identify the best mitigation strategy, and deploy a response to the specific risk, including grant funds. MADRE, with support from WILPF, will also conduct regular risk assessments in consultation with grantees. Security protocols will be established from these assessments. MADRE and WILPF will also utilize rapid response advocacy to raise awareness of threats among relevant national and international stakeholders and mobilize protection action. MADRE and WILPF have long-term relationships with several international entities that can respond to crises and maintain an emergency budget outside of WPHF grant funds to respond to certain security situations affecting staff, organizational partners, and project grantees.</p>
<p>WHRDs who receive grants may face challenges related to grant and financial management, advocacy or security and protection.</p>	<p>Low to Medium</p>	<p>MADRE has a successful track record in managing substantial subgrants to WHRDs and local partners while safeguarding donor funds. MADRE will use this wealth of experience to support grantees in managing and reporting on funds. In line with MADRE's existing protocols and grantmaking manual, MADRE will carefully vet each grantee's capacity; technical support will be offered to grantees to help them troubleshoot financial, grants advocacy, protection and security challenges. This one-on-one technical support will be primarily provided by MADRE, as the</p>

		grantmaker, on an ongoing basis but can be complemented by WILPF's assistance. Grantees will be provided with the option to be trained on standard narrative and financial reporting templates. They will be required to regularly report— in written or oral form—on the use of funds. Monitoring and evaluation will take place at two levels: by grantees' internal processes and by MADRE and WILPF through oversight and support.
Activities of WHRDs may be delayed because of COVID-19.	Low/Medium to High, depending on activity setting/context.	MADRE will offer flexibility to WHRDs to pivot/adjust their work and plans, as is necessary, and offer technical assistance to support changes or adjustments. MADRE and WILPF will continue to utilize virtual platforms for technical support and communication, and MADRE will provide for secure information and communication technologies for grantees as needed. MADRE will further provide technical support in the use of technology for grantees to continue activism.

6. Monitoring, Evaluation and Management Arrangements

i) Describe how you will monitor your support of WHRDs, including the frequency, who will carry out monitoring and what approaches or methodologies you will use. The description should include approaches to ensuring Do No Harm and adaptations you will make to monitoring (or evaluation) to minimize risk to your staff and WHRDs. The description should align to the Results Framework (Annex A below).

ii) Highlight the management structure for your partnership with WPHF. What staff will be involved and what will be their roles?

i) MADRE/WILPF will be responsible for collecting the data on the grants and other activity implementation according to the Results Framework (Annex A), which includes relevant activities, outputs, and outcomes. MADRE creates easy-to-use templates and culturally competent tools for narrative and financial reporting and provides one-on-one technical support on their use. Simplified reporting will focus on how the funds were spent, including but not limited to activities, outcomes and learning gained through the grant. As is protocol, mid-term and final reporting will be required for grants up to 6 months; final reporting only will be required for grants of 3 months or less. All reporting is supplemented through communication with WHRDs. However, we remain flexible in reporting, and will adjust depending on the circumstances and risks WHRDs face. For example, given the fragile contexts in which WHRDs operate, MADRE will also accept oral reporting, and updates through email and secure communication platforms, depending on physical, digital and psychological risks to WHRDs. For example, in extremely volatile circumstances, as in Afghanistan, we have utilized oral reporting with grantees, in English or their own language, as well as accepted proof of activity through standard documentation such as cash receipts, in line with protocols.

Monitoring, evaluation and learning (MEL) will be participatory, ensuring it is meaningful and relevant to WHRDs' situations and context, which is also a means of ensuring a "Do No Harm" approach. In line with the ground-up model MADRE/WILPF employ, we will work with grantees to integrate a basic MEL framework into the requests for support

and their activities, where relevant, identifying creative opportunities to learn, document and articulate the transformative process of feminist peacebuilding.

In-depth evaluation and analysis of effectiveness and impact will be done on a quarterly basis between MADRE and WILPF, as well as in quarterly reporting to and periodic dialogues with WPHF to update on progress, discuss challenges and share learnings and adaptations. Collaboratively, WPHF, MADRE and WILPF will also develop and administer an annual anonymous survey to capture needs and responses for protection.

In addition, MADRE and grantees will remain in contact throughout the grant period via email, Zoom or Skype, WhatsApp, Signal, Telegram and other secure platforms assessed for the context to ensure relevant, coherent, effective and impactful interventions in support of WHRDs. Regular communication will also allow for ongoing data collection and technical support as challenges arise and risk assessments to ensure a Do No Harm approach. All data will be, at minimum, disaggregated by sex, age and country of origin. Other relevant diversity factors include: sector (civil society, government, security, education, etc.), geography, ethnicity, religion, Indigenous status, race, disability, gender identity and sexual orientation.

If it is determined that any developments will affect the anticipated outcomes, priority countries, or other substantive aspects of the functioning of the grantmaking mechanism, MADRE will inform WILPF immediately, and the two organizations will jointly discuss necessary mitigation or adaptation, in communication and coordination with WPHF as needed. MADRE/WILPF will also raise visibility around this initiative within our networks.

ii) The staff overseeing and involved in the proposed programming has extensive capacity and experience in diverse areas, including, but not limited to, advocacy, security and protection, and self-care responses for women and girls, and human rights defenders/activists, rapid response advocacy and grantmaking in crisis contexts, human rights and international law, intersectional gender justice, resource mobilization and fundraising, and monitoring, learning and evaluation. In addition, they have a well-established knowledge and understanding of conflict-affected and fragile contexts and in working with WHRDs, grassroots activists and organizations. As a result, MADRE's and WILPF's team is highly qualified and well-prepared to undertake the implementation of this project. MADRE/WILPF likewise retain robust senior management teams equipped to make financial and programmatic decisions.

MADRE/WILPF will join together with WPHF and their I/NGO partners to gather and share data, learnings and knowledge. We will work together to translate this knowledge into strategies for the protection of WHRDs, including linking WHRDs to policymakers and other decision makers, and bridging their messages and solutions to a global audience.

WPHF Project Management:

MADRE's Director of Grantmaking, Natalia Caruso, will be the main point of contact for the project and communication with WPHF, and oversee the administration and implementation of the grantmaking, lead the grantee assessments, vetting and verification and coordinate with WILPF for applicant assessment, vetting and verification; provide technical support on applications and reporting; communicate with WHRDs, and provide service and support referrals and linkages. The grantmaking and monitoring of grants will be supported by the **Grants Coordinator**. She will also collaborate with WPHF for results reporting and learning. The **Grants Coordinator** will oversee grant expenditure and financial/grants management and reporting, track grant expenses, produce periodic grant reports, provide technical support to grant recipients in reporting, and support the project's monitoring and evaluation system, including data collection and reporting processes with WHRDs. MADRE's **Monitoring and Evaluation Consultant for Afghanistan** will be the primary communicator with WHRDs in Afghanistan specifically and support data collection and reporting. MADRE's **Documentation Officer** will provide technical support to grantees on challenges related to advocacy, security and protection. The **Associate Director of Institutional Giving** will support the management of the grant with WPHF and be responsible for drafting and submitting the narrative and financial reports to WPHF.



WILPF's Secretary General, Madeleine Rees, and the **Deputy Secretary General**, will jointly oversee WILPF's engagement in the project and engage in learning and advocacy spaces with MADRE and WPHF; a **Senior Technical Advisor** will advise the grantee vetting and assessment process. They will also advise on and oversee WILPF's technical support to grantees for advocacy and protection and the referral of or linkages to supportive services, facilitating connections/linkages between WHRDs' needs and the different WILPF teams and sections who will provide the technical support/assistance in order to ensure relevant support is provided in a coherent and considered way. The Technical Advisor will also engage in learning dialogues/discussions with MADRE and WPHF. WILPF's **MEL Advisor** will track/document WILPF's learnings and engagement with MADRE on the grant in the aforementioned activities: participating in grantee vetting and assessments, technical assistance and advocacy, and referral facilitations. The MEL Advisor is integral to having the necessary information for reporting out on activities, results and learning to MADRE for effective collaboration between the two organizations, specifically for MADRE's direct reporting to WPHF. WILPF's **Coordinator** will support the management of the grant for WILPF and be the reporting focal point and writer for WILPF to MADRE. WILPF's **Finance Coordinator** will track their expenses for this grant and for quarterly financial reporting to MADRE for their reporting to WPHF.

Throughout the project, MADRE/WILPF will share compelling—and anonymized—stories of grant recipients' work, showing their impact on their community, while spreading a message of the continued need for support to WHRDs.

Annex A. Results framework

- The impact and outcome statements and associated indicators in the results framework below must be used for the proposal. Additional indicators can be included to effectively measure the support provided by your organization.
- Under the outcome statement, include the outputs to be achieved and which will contribute to the associated outcomes. Add relevant outputs as required.
- Develop appropriate indicators to track your outputs. Once I/NGO partnerships are in place, organizations will have opportunities to update their results framework and indicators. When developing indicators, please keep in mind the principle of S.M.A.R.T.²
- For each indicator, include a means of verification (what methodology will you use to collect the information) and source of information (where or from whom will you obtain the information). Consider alternative methodologies to minimize risk.
- For each output, list the activities that will be conducted. DO NOT include sub-activities or tasks.
- Ensure that budget amounts for each output are included. These should equal the total amount in Sub-Total of Annex B: Budget.

Expected Results		Indicators	Means of Verification/Sources of Information	Activities	Budget (USD\$)
Impact Area 5³: Enhanced safety, security and mental health of women and girls' and their human rights respected	Outcome 1 Enhanced and efficient flexible and rapid funding and support to WHRDs in conflict and crisis contexts	1. Number of WHRDs and peace activists supported through flexible funding (by country of origin)	Document Review or Interviews		
		1. Amount of funding transferred to WHRDs (by country of origin) 2. Types of support, guidance or referrals provided to WHRDs ⁴ 3. 75-100% of WHRDs indicate improved physical, digital and/or psychological security.	Document Review or Interviews; Final grantee reporting; provided to WHRDs anonymous survey	Grants, technical support and referrals or linkages provided to WHRDs	

² SMART indicators are those that are i) Specific (clear indicators which state what is being measured, of whom. For example # of women's organizations trained on emergency response planning), ii) Measurable (it can be counted, observed, assessed, etc.); iii) Attainable (can be measured/tracked within the time frame); iv) Relevant (the indicator should measure the expected outcome or track the outputs most directly); and v) Timebound (can be collected and measured within the time frame of the project, and/or has a specific time period attached to it).

³ The impact statement cannot be changed. Impact refers to the long-term change that is expected to occur as a result of the outcomes being achieved.

⁴ These two indicators are required for Outcome 1. If relevant, organizations may choose to add an additional indicator to capture the effectiveness of the intervention.

Output 1.1 A minimum of 30 grants awarded to WHRDs, totaling up to \$10,000 each.	1. Number of grants disbursed disaggregated by country of origin.	Internal monitoring reporting; Internal grantmaking docket.	MADRE disburses a minimum of 30 grants to WHRDs, each totaling up to \$10,000 USD.	\$300,000
Output 1.2 Applications received and reviewed and potential grantees vetted, verified and selected.	1. Number of applications reviewed and vetted. 2. Number of applicants verified.	MADRE grantmaking rubric.	MADRE receives and reviews applications and vets/verifies potential grantees with input from WILPF. MADRE selects grantees.	\$52,070
Output 1.3 Technical support is provided at the request of each grantee over project period to respond to challenges related to financial and grants management.	1. 75%-100% of WHRDs provided with technical support indicate improved capacity in financial and grants management. 2. 100% percent of grantees who request technical support receive it.	Internal monitoring reporting; interviews	MADRE provides ad-hoc technical support on financial and grants management.	\$13,849
Output 1.4 Technical support is provided at the request of each grantee over project period to respond to advocacy, security and protection-related risks and challenges.	1. 75%-100% of WHRDs provided with technical support indicate improved capacity in responding to advocacy, security and protection-related risks and challenges. 2. 100% percent of grantees who request technical support receive it.	Internal monitoring reporting; interviews	MADRE and WILPF provide ad-hoc technical support on advocacy, security (digital, physical and psychosocial) and protection-related risks and challenges.	\$50,866
Output 1.5 Referrals and/or linkages to supportive services are provided to each grantee as requested over project period.	1. Number of referrals and/or linkages made.	Internal monitoring reporting.	MADRE and WILPF provide referrals and linkages to supportive services.	\$31,350

Annex B. Budget

UNDG Categories <i>(for more information see Box 1 below)</i>	Amount (USD\$)
1. Staff and other personnel costs	\$30,912
2. Supplies, Commodities and Materials	–
3. Equipment, Vehicles and Furniture, including Depreciation	–
4. Contractual Services	\$31,719
5. Travel	–
6. Transfers and Grants to Counterparts**	\$79,504
7. General Operating Expenses and Other Direct Costs*	\$306,000
Sub-total	\$448,135
8. Indirect Support Costs* (7% maximum of sub-total)	\$31,370
TOTAL	\$479,505

*Please note a more detailed budget will be developed with successful I/NGO partners.

** Budget Line 7: \$300,000 is for grants to WHRDs ("beneficiaries"), and \$6,000 is for general operating expenses and other direct costs. **Budget Line 6: \$79,504 is a grant to our implementing partner, WILPF, for staff and personnel costs.

Box 1: UNDG Categories

- 1. Staff and other personnel costs:** Includes all related staff and temporary staff costs including base salary, post adjustment and all staff entitlements.
- 2. Supplies, Commodities and Materials:** Includes all direct and indirect costs (e.g. freight, transport, delivery, distribution) associated with procurement of supplies, commodities, and materials. Office supplies should be reported as "General Operating".
- 3. Equipment, Vehicles and Furniture:** Includes costs for purchase of new equipment, vehicles or furniture (e.g. computers, software, internet, motorcycles, desks, chairs, etc.)
- 4. Contractual Services:** Services contracted by an organization which follow the normal procurement processes. This could include contracts given to other organizations or companies for services rendered.
- 5. Travel:** Includes staff and non-staff travel paid for by the organization directly related to a project.
- 6. Transfers and Grants to Counterparts:** Includes transfers to national counterparts and any other transfers given to an implementing partner (e.g. NGO) which is not similar to a commercial service contract as per above (contractual services).
- 7. General Operating Expenses and Other Direct Costs:** Includes all general operating costs for running an office. Examples include telecommunication, rents, finance charges and other costs which cannot be mapped to other expense categories. It would also include any grants (cash/voucher/etc.) that is transferred to beneficiaries, where relevant.
- 8. Indirect Support Costs*:** A general cost that cannot be directly related to the delivery of the project, activities or delivery of results. (e.g. management costs, utilities, rent, etc.)

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