



PROJECT DOCUMENT COVER PAGE

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| Project No.: | |
| Geographical Coverage: | Global |
| Department ID | 90311 |
| Thematic Areas: | All |

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| Project Title: | MDG Fund Knowledge Management Initiative Gender Equality Accelerating the MDGs |
| Project Short Title: | MDGF KM |
| Expected Starting Date: | June 2010 |
| Duration: | 2 years |
| Executing Agency: | UNIFEM |
| Collaborating Agency: | |
| Implementing Agency: | UNIFEM |

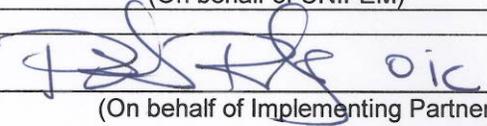
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|---------------|--------------------|----|---------|
| Funds: | UNIFEM Core: | \$ | |
| | Counterpart Funds: | | |
| | Government: Spain | \$ | 500,000 |
| | NGO: | \$ | |
| | Other: | \$ | |

Brief Description: (one to two sentences)

The MDG F is supporting knowledge management as a key means to ensure sharing and capture of lessons and experiences and knowledge on effective approaches to joint programming is internalized and applied. To these ends, it is supporting KM initiatives under each window and one across all windows on gender equality programming. UNIFEM will manage the latter initiative and support learning, development of capacities, and promotion of sound gender equality programming through, inter alia, identification of distilled lessons, promising practices, peer support, community development and knowledge products. UNIFEM will channel its own expertise into these activities, as well as disseminate to partners the lessons derived from the joint programmes.

Signed:

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| | Title: Programme Advisor | |

Executive Summary

The Spanish MDG Achievement Fund (MDG-F) explicitly recognizes that progress on gender equality is critical to the achievement of all MDGs. To this end, the MDG-F Secretariat created guidance to encourage the development of gender responsive joint programming and hopes to lay pathways for its achievement. In this regard, the MDG-F consciously set out to be an important producer of innovation and knowledge, both in terms of UN coordination at the organizational level, as well as in the field of development policy. Indeed, many, if not most of the joint programmes themselves specifically highlight the collection of lessons – for learning and replication – as a key objective.

The key results of the knowledge management initiative are linked to the UNIFEM Strategic Plan's overall aim to contribute to knowledge generation on the "How To" of achieving gender equality. As such it will contribute distilled knowledge around substantive gender equality programming issues emerging from the MDG-F experiences, as well as lessons on UN coordination in regard to gender equality, including issues related to gender mainstreaming. These outputs are in line with the UNIFEM SP Management Results Framework (MRF) under Area 1 on Policy Advice and Catalytic Programming and MRF Area 2 on UN Coordination. All of the above contribute to the overarching SP goal of the implementation of national commitments to gender equality.

The MDG-F is supporting knowledge management as a key means to ensure sharing and capture of lessons and experiences and knowledge on effective approaches to joint programming is internalized and applied. To facilitate this, the MDG-F has developed a knowledge management platform – "Teamworks" and it is supporting KM initiatives under each of the eight funding windows, and one that cuts across all windows on gender equality programming, amounting to a knowledge management initiative on gender mainstreaming. UNIFEM will manage the latter initiative and support learning, development of capacities, and promotion of sound gender equality programming through, inter alia, identification of distilled lessons, promising practices, peer support, community development and knowledge products.

The KM initiative seeks to develop key capacities among a wide array of partners around knowledge generation, capture, sharing and application, as well as to support the contribution of a gender equality perspective to capacity development events and knowledge products under the various MDG-F KM initiatives. Internally, UNIFEM staff working on the MDG-F joint programmes will have access to increased support through improved capture, and sharing of lessons and experiences, and through peer support.

I. Background / rationale:

The MDG-F seeks to improve the ability of the UN to support national efforts to accelerate progress on the Millennium Development Goals (MDGs) through the support of joint programmes. These are nationally owned programmes that promote pro-poor public policies, strengthen national and local capacities and involve and benefit local populations. There are eight windows through which programmes are supported. These include: Gender equality and women's empowerment (UNDP coordinates KM); Environment and climate change (UNEP); Culture and development (UNESCO); Economic governance (UNDP); Youth, employment and migration (ILO); Conflict prevention and peacebuilding (UNDP); Children, food security and nutrition (UNICEF); Development and the private sector (UNIDO). The ninth window will be managed by UNIFEM and focus on the cross cutting issue of gender equality reflected in programmes across windows. There will be a particularly close relationship with the gender equality window.

The gender equality knowledge management initiative aims to enable exploration and exploitation of the tacit and explicit knowledge generated through the design and implementation of all areas of joint programmes to enhance knowledge of all participant UN agencies and governments on how to effectively support national priorities on gender equality and optimize performance. The intention is to foster the capacity to provide innovative and coordinated actions and development solutions and share practice and skills among participants and other stakeholders.

The initiative will utilize a number of tools and approaches to assist programme countries generate, capture, share and apply knowledge. Within the MDG-F, knowledge around gender equality resides on many levels and has multiple beneficiaries. The initiative, with the cooperation of the other windows, will focus on:

- Individual Joint Programme level: Within the context of the programming process itself – e.g. how gender equality has successfully been incorporated within each joint programme or the barriers to doing so. The strategies and actions for achieving gender equality at the programme level: what works and what does not?
- Thematic level: Specific substantive and programming challenges and opportunities within each thematic window or across windows where there are clusters of themes (e.g. economic empowerment issues and violence against women arise within a few windows)
- Key gender equality programming issues across windows: Specific challenges and opportunities central to effective gender equality programming areas common across windows such as applying policy and legal frameworks, financing, women's political participation, and capacity development.
- Operational issues across windows: Additionally, lessons derived from the joint programming modality as applied to programming for gender equality across themes – being tested through the fund – will be instructive and important to capture.

II. Justification:

The MGD-F is envisaged to be an important producer of innovations and knowledge both at the organizational level as well as in the field of development policy. Indeed, many, if not most of the joint programmes themselves specifically highlight the collection of lessons – for learning and replication – as a key objective. To facilitate this, the MDG-F has developed a knowledge management platform – Teamworks - and called for the development of knowledge management initiatives under the various fund windows and in the case of gender equality, across windows.

The Spanish MDG Achievement Fund with its focus on dedicated joint programming to achieve MDG 3 through the gender window presents a unique opportunity to deliver results given the substantial scale of funding available under the window and the mobilization of multiple partners to support national priorities on gender equality. *The fund also recognizes that progress on gender equality is critical to the achievement of all MDGs. To this end, the MDG-F Secretariat developed guidance on the development of gender responsive joint programming and hopes to lay pathways for its achievement.*

UNIFEM conducted an initial scan of joint programme documents and concept notes and found that approximately 100 joint programmes under the other seven windows incorporated a gender equality component – about 70% of which were deemed significant. This represents an important opportunity to develop effective joint programming, yield additional evidence on the centrality of gender equality to all MDGs, and stimulate action to achieve results for gender equality among development practitioners around the world.

The initial scan of joint programmes was based upon the following criteria:

- Joint Programme identifies MDG3 as one of its priorities
- National or international commitments to gender equality are identified as a programme framework (CEDAW, Beijing Platform for Action, relevant Security Council resolutions, including 1325 and 1820)
- Identifies specific outcomes, outputs and/or activities related to increasing gender equality as a programme objective or strategy
- Non-UN programme partners include the National Women’s Machinery and/or CSOs with an institutional focus on gender equality
- Women are specifically targeted as programme beneficiaries (for example: “targets increasing resilience of pastoral communities to climate change through supporting implementation of various adaptation options including diversifying livelihood options, particularly for women.”)
- UNIFEM is a programme partner
- The UN gender theme group and or its Chair plays a coordinating role within the programme steering committee

The scan found that there are commonalities in joint programmes that will lend themselves to gender equality discussions within most windows:

There are clusters of issues that cut across windows including around the following **substantive programming** areas:

- economic empowerment
- violence against women
- water supply/access
- health
- cultural identity
- access to justice

There are also clusters of issues around **programming modalities/approaches** across the various windows which include the following focus:

- Engagement of women and women’s organizations at the community level
- Empowerment and inclusion of women or women’s associations in decision-making
- Development of laws and public policies
- Education and training
- Gender analysis
- Collection of gender disaggregated data

There are additionally differences in the **programming process** that are worth investing in terms of their associated challenges and opportunities including:

- Institutional arrangements and engagement of women’s groups, ministries and other agents as formal partners
- Assignment of gender equality issues to a single UN agency or distributed to multiple agencies – including budgetary issues
- % of budget dedicated to gender equality issue

UNIFEM’s participation in this initiative is in line with its commitments around providing the “how-to” of gender equality programming, as well as promoting knowledge management, as outlined in the 2008-2013 Strategic Plan (SP). UNIFEM staff working on the joint programmes will have access to increased support through improved capture, and sharing of lessons and experiences, and through peer support. They will also be better able to employ knowledge management tools and methodologies through the development of KM guidance materials, support to pilot initiatives and the utilization of the MDG-F knowledge sharing and collaborative platform. In capturing and sharing their own lessons, they will also be helping to build a knowledge base of insights and experiences on gender equality programming.

At the global level, UNIFEM staff will be able to incorporate lessons from the joint programmes into their work and disseminate these to partners, within and beyond the UN system. In addition, this initiative will serve as a channel for UNIFEM to deliver policy and programming guidance to joint programme staff through participation in communities, networks and collaborative spaces established under this initiative. Lessons derived from the joint programming modality will also benefit UNIFEM’s work in other joint programming context.

III. Key results:

The MDG-F Gender Equality Joint Programming KM proposal seeks to develop key capacities around knowledge generation, capture, sharing and application, as well as support the contribution of a gender equality perspective to capacity development events and knowledge products under the various MDG-F KM initiatives. It is framed by the following goals, outcomes and outputs, which align with the Management Results Framework in UNIFEM's SP:

Goal: Gender equality commitments under the MDG Fund are implemented (SP Goal)

Outcome: Increased understanding among internal and external stakeholders of how to promote gender equality within the different sectors/windows of the MDG-F. (MRF 1.5)

Outputs:

- Communities of Practice involving gender champions within windows and partner agencies (SP MRF Output 1.3)
- Key stakeholders are able to easily access information on progress toward and the 'how to' of achieving gender equality (SP MRF Output 1.3)
- Tools, policies and knowledge generated by inter-agency coordination mechanisms enable UNCTs to provide coherent and holistic support to countries to advance gender equality (SP MRF Output 2.2)

The logframe attached provides details on the indicators, means of verification and risks/assumptions that guide and influence the achievement of the results anticipated.

III. Strategy:

Given that this initiative depends on a number of relationships with the other window sponsors, as well as the MDG-F secretariat, there is degree of complexity in its implementation. As such, it will focus on: 1) a set of generic activities that will be largely undertaken in partnership with the other windows; and 2) hiring a coordinator of the initiative to liaise with partners, lead activities and coordinate inputs.

The following activities are anticipated in order to achieve the results outlined above.

A. Knowledge Management Activities

Though the scope of the proposed activities will depend on support from the other windows, the following are suggested and largely in line with the priority areas of the other windows:

- **Build and support Communities and Knowledge platforms:** Establishment of a gender equality community of practice and associated platform(s) on Teamworks will form a foundation on which KM activities will build and through which many KM activities will take place. The community (or communities) will enable members to know who is doing what, and to interact with each other.

Moreover, they will be built – or integrated with existing communities – in order to ensure that relationships continue beyond the horizon of the MDG-F. The Teamworks platform will also provide a space for the collection of resources on gender equality programming. The initiative will contribute to the development and population of these and monitor knowledge flows between communities in order to avoid silos. The initial outreach will prioritize those programmes that are farther along in their implementation cycle, particularly the 25 programmes for mid-term evaluation reports become available in July 2010, and show promise in terms of contributing knowledge on gender issues. Semi-annual reports will also be a source of information, as these become available.

- **Capture of MDG3 programming lessons, promising practices and replicable models:** Extending the reach and maximizing the impact of the MDG-F will depend in large part on capturing how successful gender equality programming was achieved. Within the focus areas outlined earlier, unbundling the conditions of success, what were effective approaches, what are landmines to be avoided, what are elements important for replication and up-scaling, and the like, are at the heart of the KM initiative. The initiative will develop or contribute to select knowledge products that capture the how-to aspects of gender equality programming and in support of accelerating the MDGs and feed these lessons, resources and stories of interest back into the gender equality programme community, as well as to targeted partners – with the support of the MDG-F Secretariat. The audience for the substantive guidance will be programme countries, donors, the UN system and the wider community of development practitioners.
- **Business Intelligence and Analysis:** The unique “bird’s eye view” of the KM initiative will enable it to identify trends, gaps, emerging issues and opportunities and identify actionable recommendations based on analysis. These will be communicated to the MDG-F gender equality community, window conveners, focal points, the MDG-F secretariat and others. The initiative will monitor knowledge flows, review monitoring and reporting, undertake surveys and produce analytical updates. This will include identification of concerns common across windows and on-going monitoring of enabling and disabling factors for programme implementation and delivery of intended results. Potential topics that are likely to emerge include both substantive and operational or process issues, such as those identified through the initial scan of joint programmes. For example, what institutional arrangements help or hinder effective programme implementation; or how to best engage and provide support for women’s groups at the community level to be effective partners for change (see justification, above).

B. Project Coordinator

UNIFEM will need to build capacity in the form of a project coordinator in order to undertake the following responsibilities (for more details see Terms of Reference):

- Research existing documentation (joint programme documents, evaluations, programme progress reports) on the gender dimensions of programmes across all windows to identify opportunities for inclusion in the KM window.

- Coordinate with conveners of other windows to identify participants and stimulate the formation of relevant communities of practice.
- Coordinate within MDG-F secretariat and community, including window conveners, in particular the Gender Window coordinator to ensure utmost synergies between their work under the gender window.
- Provide guidance, support, and analytics for communities including around knowledge needs, and for the generation of substantive and process documentation.
- Coordinate with UNIFEM programme staff implementing programmes to ensure engagement within the KM initiative.
- Oversee project management including systematically monitoring the initiative and preparing reports as required.
- Identify a strategy for sustaining successful knowledge sharing relationships established under the initiative beyond 2012.

IV. Institutional Arrangements

The Project Coordinator will be under the direct supervision of the Programme Communications Specialist in the Institutional Development Team and will have a secondary reporting line to the Knowledge Management Specialist.

V. Monitoring and Evaluation

The results and indicators included in the attached logframe will guide UNIFEM's assessment of the extent to which the activities under this proposal are being successfully advanced. Annual reports will be produced for UNIFEM and the MDG-F Secretariat. The Institutional Development Team will closely monitor progress towards the results.

VI. Proposed Budget

| Description of Activity TYPE | Budget category description | 2010 Budget (in US \$) | 2011 Budget (in US \$) | Total Budget (in US \$) |
|----------------------------------|--------------------------------------|------------------------|------------------------|-------------------------|
| Catalytic Programming | Salary & Post Adj Cst-IP Staff (P-3) | 150,000 | 150,000 | 300,000 |
| | | | | |
| UN Coordination | Travel | 30,000 | 80,000 | 110,000 |
| | Capacity Building Workshops | | 55,000 | 55,000 |
| Total Direct Program Cost | | | | 465,000 |
| | Support Cost * | 35,000 | | 35,000 |
| Total Program budget | | | | 500,000 |