

Fund for Gender Equality

# ANNUAL REPORT 2019-2020



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# FOREWORD

Ten years of feminist grantmaking; 143 partner organizations; USD 65 million put directly into the hands of women’s rights activists; dozens of dedicated and committed feminist professionals joining the journey and contributing to the looked-for global footprint. And all of it embedded within a United Nations organization. In summary, this describes UN Women’s Fund for Gender Equality (FGE).

Yet the values that run through the Fund are what truly epitomize its deep and everlasting spirit.

## **Good vibes, mutual respect, vision, passion, empowerment, family, care.**

FGE colleagues identified these as their most significant values over one of our annual retreats in 2016. It became apparent that, though not part of the official “results” of the Fund and often unspoken, these were an invisible glue that defined us as a team, moved us, connected us with our work and partners, and gave a unique imprint to our approach.

This year, the world has witnessed the ultimate test of a healthy, peaceful and just society. The confluence of inequities in key areas of life, including health and socioeconomic factors, combined with a global pandemic, and unjust, racist and sexist policies, structures and practices, have placed the work of human rights and justice at the forefront of public discourse.

Without strong communities, women leaders, and adequate funding and support for key social services that empower marginalized and vulnerable populations, prosperity and progress against these inequities and global issues will be impossible to achieve.

Values must take centre stage. Whether they are similar to the ones above or others embraced by diverse organizations and activists, values hold the key to how we respond and intervene as individuals and societies.

The FGE’s values and impact have left an impression around the world. They will continue to be taken forward by those who have directly benefited and been part of the journey.

We hope this moment poses an opportunity for everyone to reflect on the individual and collective values they hold, and use them as a compass to guide their life and work. Our actions reflect our values and these shape our societies. Let’s take the right steps toward a more equal, a more just, and more fair society.

In solidarity,

FGE team (*listed alphabetically*)

Catherine Wolf, Cynthia Sjamsu, Nancy Khweiss, Rana El Houjeiri, Sara de la Peña Espín



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# THE END OF A JOURNEY

The Fund for Gender Equality (FGE) has been, since 2009, UN Women's only global grant-making mechanism for civil society. It supports national women-led civil society organizations in advancing women's economic and political empowerment, and the Sustainable Development Goals. Created with an initial investment of USD 65 million from the Government of Spain and mobilizing an additional USD 20 million from other government and private sector donors since then, it remains today a unique grant-making model committed to the principles of accessibility, trust and women's ownership.

After 10 years of supporting women-led initiatives, investing in their ideas and capabilities, and benefitting millions of people, the FGE concluded its operations in June 2020. The closure marked a shift in donor and organizational priorities towards other thematic areas and modes of programme implementation at a time of limited resources.

## OUR LEGACY

An ever-evolving feminist grant-making instrument, the Fund moved from its initial multimillion dollar grant investments to accelerate the realization of gender equality commitments on a national scale, to its smaller but powerful innovation initiatives in the last stages. It shifted from one-year grants to multi-year projects across grant-making cycles. It stepped up from presentation-driven training sessions on results-based management to intensive virtual coaching and co-creation.

Along the way, the FGE embarked on research, self-reflection, analysis and experimentation. It drew lessons on how to become a more effective catalyst

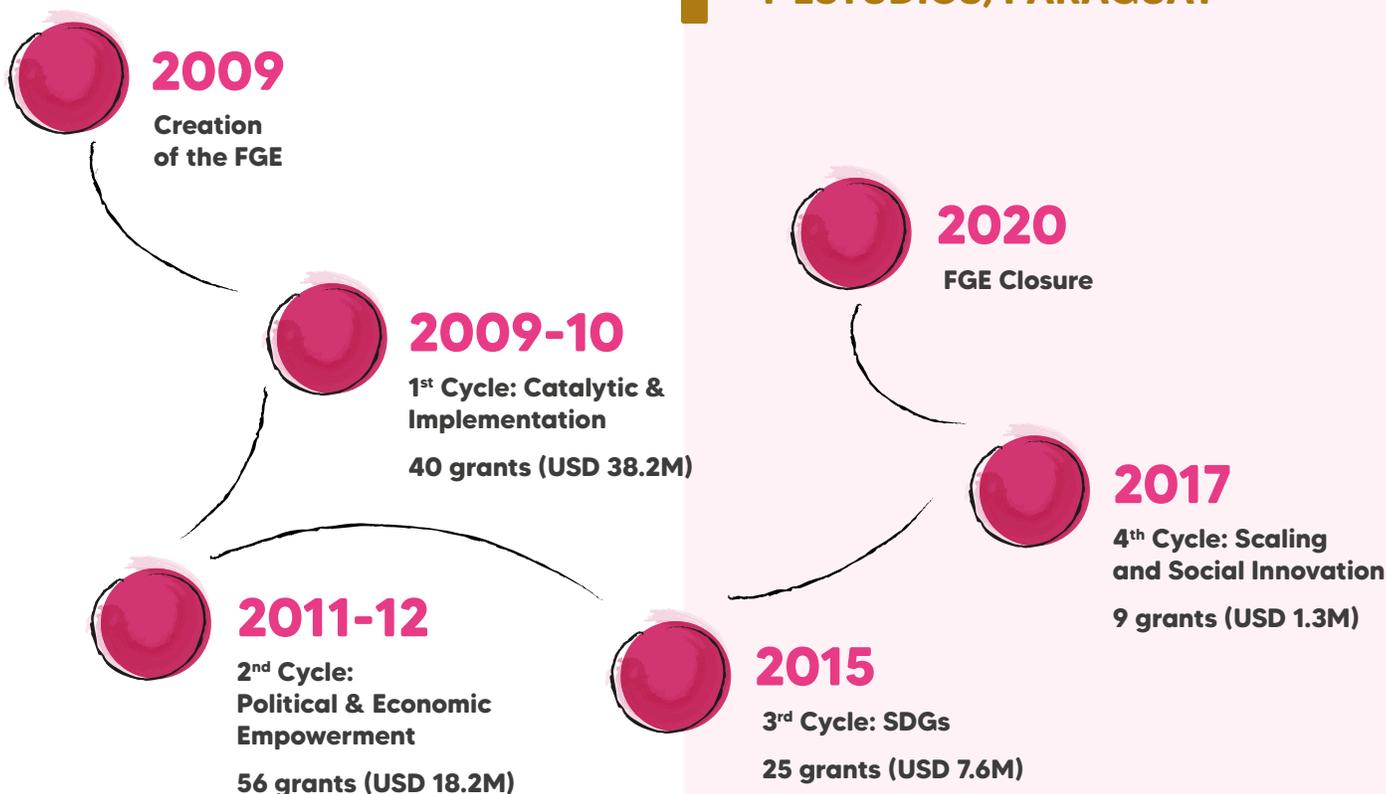
for the women's organizations of the future, aspiring to redefine donor-grantee relationships, foster women-centred project design and prioritize organizational strengthening for grantees.

The results and learnings of the FGE's 10 years of grant-making for women's rights, with its successes and its failures, are captured in a separate report. With it, we hope that the legacy of the FGE's 143 grantee partners, 24 donors and extended team in UN Women will bring inspiration to future efforts to work with organizations that can reach women and girls, and better their lives, particularly those left furthest behind.

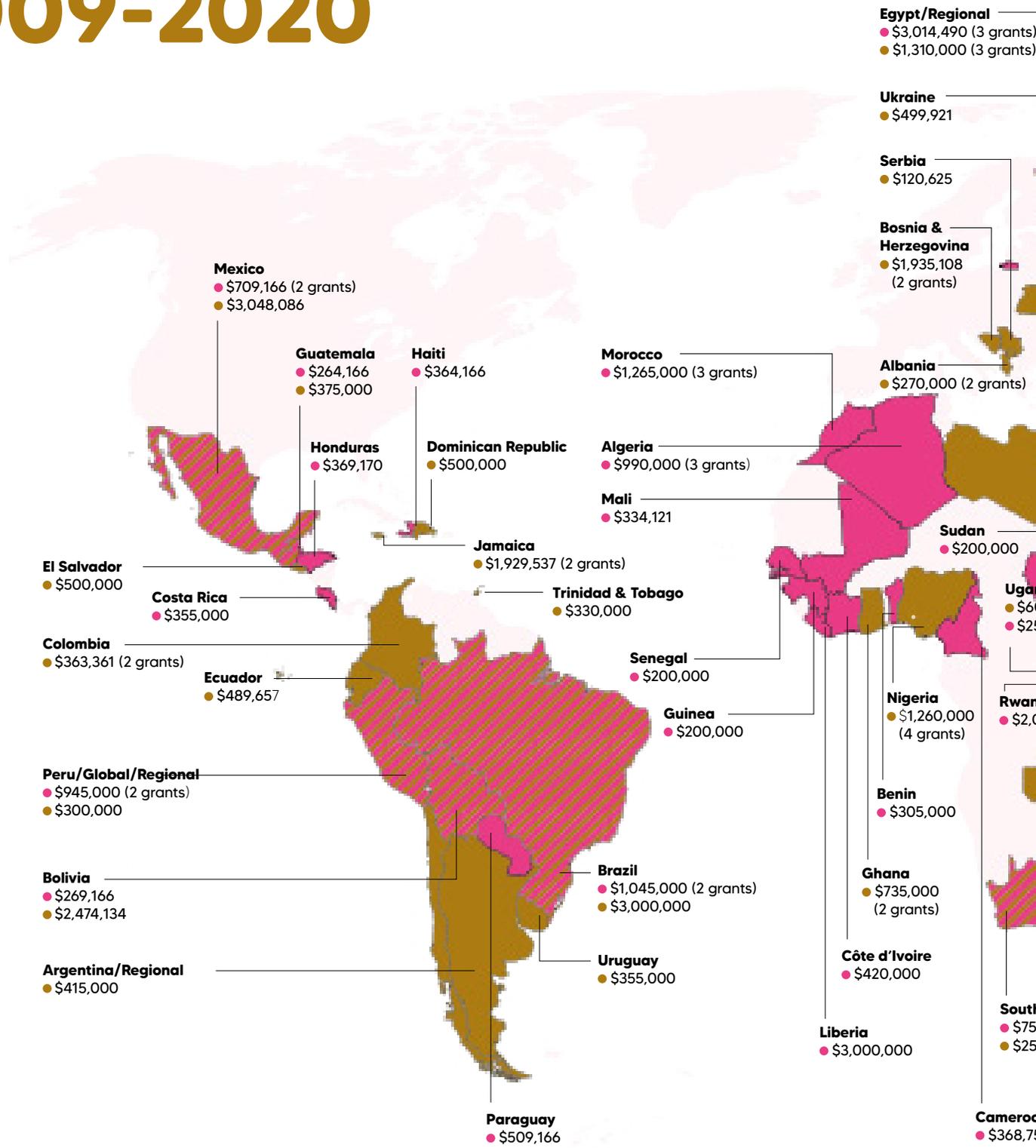


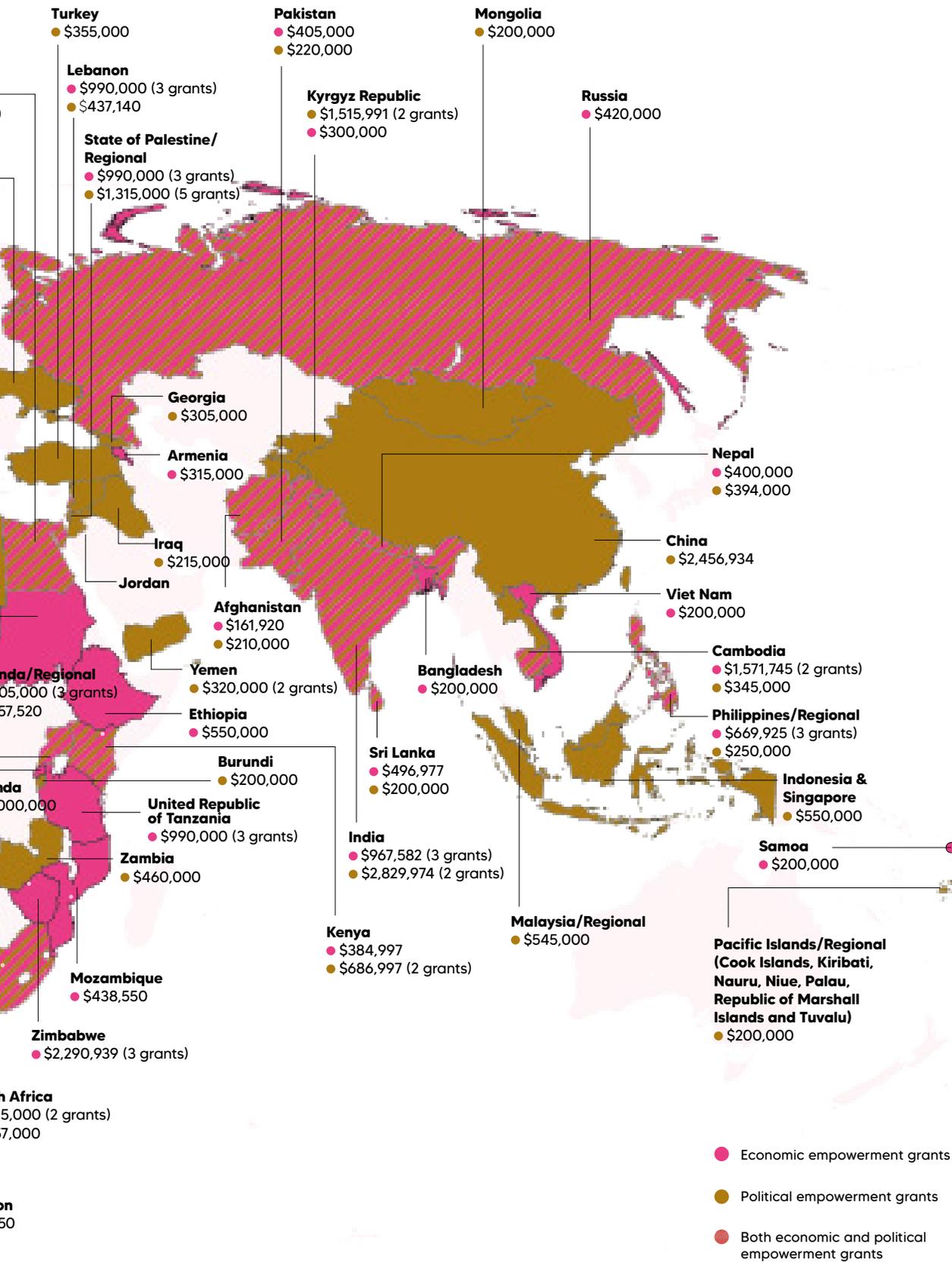
**We believe that the Fund's way of working should be considered and replicated by all organizations and agencies aiming at doing women's rights-focused cooperation.**

**CENTRO DE DOCUMENTACIÓN Y ESTUDIOS, PARAGUAY**



# FGE GLOBAL PORTFOLIO 2009-2020





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# IN FOCUS COVID-19: WOMEN AT THE FOREFRONT



Amid the acute challenges of the COVID-19 pandemic, women's civil society organizations remain at the forefront of service delivery and support to the most vulnerable women and girls. With high levels of adaptability, determination and resilience, they go where no one else does, demonstrating yet again the centrality of their role in our societies. The following pages offer a snapshot of the impact of the global crisis on FGE grantees, and the ways they are responding to it.



ATRAHDOM staff in Guatemala City deliver food packages to domestic workers who lost employment after the outbreak of COVID-19.  
Photo courtesy of ATRAHDOM/Amory Marroquin

## SERVING THOSE MOST IN NEED

The COVID-19 global health crisis is exposing different but intersecting layers of social, political and economic vulnerability, and deepening pre-existing inequalities. Once again, women-led civil society organizations have emerged as paramount social and political actors, able and willing to respond to the needs of women left furthest behind, and filling gaps where other public and private actors do not reach.

Over 70 per cent of FGE-supported projects serve a population that falls under two or more categories of marginalization or vulnerability. A third of projects

active in the 2019-2020 period had a specific focus on domestic workers, among the people most impacted by the global pandemic. Other disproportionately affected groups supported in this period included women in self-employment, the informal economy and low-paid jobs. They comprise of migrant workers as well as women in construction, agri-food businesses, and textile and garment industries. FGE-supported initiatives reached poor rural women, young women, indigenous women, women of African descent in Latin America, socioeconomically vulnerable women such as *nofotane* women in Samoa, women living with HIV and female prisoners.

## COVID-19 EFFECTS: INCREASED VULNERABILITIES AMONG BENEFICIARY POPULATIONS

### COVID-19 Illness

Women supported by FGE grantee partners are more vulnerable to becoming infected with COVID-19 than other groups. Many live in overcrowded spaces with difficult or no access to clean water, food, and education or health services. Informal employment typically does not allow for remote work, making it hard, if not impossible, to follow the “stay at home” guidance. In **Bolivia**, RED Habitat has drawn attention to the struggles and risks of women construction workers, as they live in highly populated peri-urban areas with deficient housing and restricted food and hygiene. This hinders even basic prevention measures such as handwashing or social distancing.

### Abuse & Violence

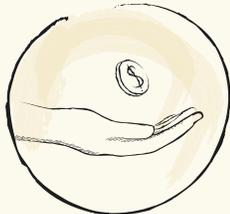
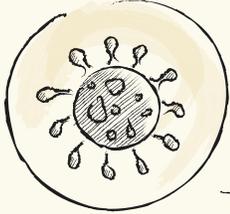
COVID-19 lockdowns and movement restrictions imposed by governments across the world have increased risks for labour and domestic abuse, and gender-based violence. They have also heightened demand for protection, health and legal services. Against the backdrop of hunger and desperation caused by sudden unemployment in tourism and other industries, the Samoa Victim Support Group Help Line and social media account saw a 20 per cent increase in domestic violence reports. Atikha in the **Philippines** observed that migrant domestic workers around the world have been deprived of days off and/or been overexposed to the virus, such as through having to go grocery-shopping without the necessary protection.

### Poverty

Prolonged lockdowns have impoverished workers in the informal sector, self-employees and small business owners, and amplified existing economic hardship. In Lebanon, a recent assessment found that more than two in three women said their income had decreased since the COVID-19 outbreak. In some countries, such as Italy, **Filipino** domestic workers faced with “no work no pay” depend on food donations to survive. The crisis has also exposed the vulnerability of families back home, who are highly dependent on remittances.

### Isolation

Challenges in accessing quality health services, including for sexual and reproductive health, have become severe, as public health information does not equally reach all women, such as those in small, remote communities that do not speak official languages. At a time when online communication tools are the norm in many places, the key partners of some grantees, such as rural and grass-roots organizations, indigenous women or domestic workers, have limited access to the Internet and other technology. This has made it highly challenging to reach them, let alone to work with and support them. Strict confinement measures in **Bolivia** limited the efforts of Red Habitat to remain in touch with the women construction workers it supports, for instance.



## WOMEN'S CIVIL SOCIETY ORGANIZATIONS RESPOND

### Organizational Adaptability & Resilience

Civil society partners had to pause technical and political activities, and revise workplans and budgets, all while seeing declines in donor contributions. This put already resource-stretched organizations under severe strain. Uncertainty and economic recession have particularly challenged the survival of grass-roots and community groups. Most closed their premises to follow social distance guidelines and adopted remote work. Some devised strategies to support their staff, and developed guidance for remote work and self-care to address increased work hours in a challenging environment. In **Mexico**, the Instituto de Liderazgo Simone de Beauvoir (ILSB) advanced some of the “collective care” paid holidays planned for the summer season at the start of the health emergency to help colleagues adjust. They shared telecommuting tools and developed a “returning to the office” plan in accordance with official guidelines.



**Only once the basic needs of women are addressed is there a chance for them to focus on their self-esteem and personal and economic growth.**

**AFEW,  
KYRGYZ REPUBLIC**

### Provision of Basic Goods & Services

Grantees have facilitated and delivered essential goods for grass-roots partners and women from the most vulnerable groups. They have distributed food, hygiene kits and antiretroviral medicines. They have also provided psychological support to vulnerable women. In **Lebanon**, the Lebanese Family Planning Association for Development and Family Empowerment (LFPAGE) worked with 15 partner municipalities in the Tyre Region to collect food products from a rural women's social enterprise and provide high-quality food packages to 300 of the neediest families in their communities. In **the Kyrgyz Republic**, AIDS Foundation East-West (AFEW) has distributed 2,000 masks, 850

kilogrammes of bleach and 50 bottles of antiseptics to prisoners, and have developed leaflets for inmates and staff. AFEW is also offering counselling over the phone to a variety of women suffering anxiety as they find themselves in prison, suffer from drug abuse, live with HIV, care for relatives or experience domestic violence.

### Documentation & Advocacy for Gendered Crisis Response

Organizations have prioritized efforts to closely monitor the evolving challenges and needs of women and girls on the ground, gathering data and testimonies. They have used such information to raise awareness, mobilize financial support for community-based organizations and networks, and advocate with local and national authorities to respect and protect the rights of vulnerable women. For example, in the **State of Palestine**, the mobile app developed by the Mothers' School Society (MSS) to document workplace violations among women workers in low-paying jobs expanded. It now monitors and reports violence and injustices that female workers experience amid the COVID-19 crisis, such as a lack of salary payments. The national coalition Women, Peace and Security in **Albania**, created by Shoqata e Grave me Probleme Sociale (AWSP), has conducted a needs assessment with a focus on vulnerable groups such as homeless and elderly women, people with disabilities, victims of violence, refugees, prisoners, etc. The findings inform advocacy around women's adequate protection and participation in decisions related to managing the crisis. In **Guatemala**, the Asociación de Trabajadoras del Hogar a Domicilio y de Maquila (ATRAHDOM) is gathering information about mass firings among domestic workers and garment and textile employees, and sharing it with the authorities for follow-up. It is also backing approval of a regulation to apply the International Labour Organization's Convention 175 to ensure job stability and decent pay for part-time work. In **Nigeria**, Alliances for Africa is documenting cases of gender-based violence in Imo State with a view to influencing a new bill on this issue. ILSB in **Mexico** conducts needs assessments of partners and lobbies donors to re-direct resources accordingly.

### Community Awareness

Women's organizations have consistently made efforts to inform beneficiaries about the pandemic, government guidelines and available resources

on COVID-19 prevention and treatment as well as domestic violence. Limitations from social distancing requirements have spurred civil society to intensify social media use and community-based support networks to ensure wide outreach. In **Armenia**, Green Lane translated World Health Organization (WHO) factsheets into simplified, highly visual publications disseminated among vulnerable families from the rural communities it supports. In the **United Republic of Tanzania**, the Pastoral Women's Council sensitized more than 15,000 Maasai community members in the rural Ngorongoro and Monduli districts on ways to prevent the spread of COVID-19 and violence against women, using door-to-door visits and marketplace public announcements. Atikha is producing a weekly Internet TV programme for migrant domestic workers from the **Philippines**, informing them about how they are coping and helping each other. It also provides information on repatriation services and available government programmes for migrants and their families.

### **Online Training & Support**

Social distancing requirements have curtailed a central aspect of the work of civil society: training and awareness sessions. FGE partners, however, have found alternative ways to use technology to continue with sensitization and capacity-building activities, with positive results. In **Turkey**, the Mother Child Education Foundation (ACEV) moved from in-person trainings to sharing content via social media as schools were closed and extended curfews enacted. The foundation developed a "Maintaining Well-Being at Home Guide" with videos and other material covering a range of topics, from hygiene and stress management to equitable distribution of household chores and prevention of violence. Green Lane in **Armenia** is using Facebook Live for supporting rural women with training on agricultural techniques during the critical period for planting. The success of the initiative has resulted in requests for the organization to replicate it through television and YouTube, and Green Lane is now seeking professional partners to do so. Atikha in the **Philippines** expanded ongoing web- and app-based training on family and income management.

### **New Programmatic Strategies**

The global pandemic has transformed realities in ways that were impossible to foresee. As such, to remain relevant and make an impact, organizations have adapted and responded to beneficiaries' emerging needs - conditional on donors' flexibility. For example,

Green Lane in **Armenia** assisted members of rural cooperatives to sustain their incomes by re-orienting their textile production to make protective masks and newborn accessories while regular stores remained closed. The massive number of repatriated **Filipino** overseas workers led Atikha to coordinate with other partners to map existing services for returnees - such as grants, loans, skills training, counselling and mentoring - and connect workers to them.

### **Momentum to Build Back Better**

Grantees have taken part in online meetings and fora, and opened dedicated spaces for reflection and analysis to press for a comprehensive and gender-responsive understanding of the crisis and its consequences. This includes structural and long-term aspects of poverty and access to government programmes for women and girls. With this, they aim at increasing the visibility of issues affecting women, and putting them at the centre of the political agenda towards achieving systemic transformation beyond the immediate crisis. Thematic areas with amplified relevance identified by grantees include domestic violence, valorization and reorganization of the care economy and service provision, the appreciation of rural organizations' food production, the consequences of economic slowdown on women's work, and the importance of alliances among civil society actors and with governments and the private sector. The Centro de Documentación y Estudios (CDE) in **Paraguay** created a virtual space, "Especial COVID-19", to exchange and disseminate news and perspectives on these topics. In **Mexico**, ILSB and several social movement partners are discussing how the pandemic is further uncovering existing structural inequalities in order to not only better address the crisis, but also shape steps that will follow it.

## Story of Empowerment Lebanon

### WOMEN ENTREPRENEURS SUSTAIN LIVELIHOODS WHILE RESPONDING TO CRISIS IN THEIR COMMUNITIES



Two NESWA cooperative members in Janata preparing products to be distributed to families in need. Photo courtesy of LFPAD, Lebanon.

The onset of COVID-19 and ensuing lockdown amplified Lebanon's existing economic crisis. Household incomes fell, especially in marginalized regions. In a recent assessment,<sup>1</sup> 48 per cent of women reported being laid off, compared to 40 per cent of men. Further, 69 per cent of women strongly agreed their income had decreased compared to 54 per cent of men.

<sup>1</sup> National Commission for Lebanese Women, WHO (World Health Organization), UNFPA (United Nations Population Fund) and UN Women, 2020, "Gender Alert on COVID-19 Lebanon", 15 May, Issue No. 2.

NESWA Lebanon is a rural women's social enterprise comprising four agricultural cooperatives. It was established through an economic empowerment project by the Lebanon Family Planning Association for Development and Family Empowerment (LFPAD) in the Tyre Region of southern Lebanon. Cooperative members spent months on training, obtained official accreditation under international food and safety standards, developed branding and launched innovative products. By the end of 2019, three online retail spots and several supermarkets carried their products. The shutdown in response to the pandemic excluded the agriculture and food sector, yet sales soon slowed, and cooperative members feared for the future at a crucial time when FGE support had come to an end.

"We were so excited about launching the brand and had invested so much energy in these products! When the shutdown began, I was worried that our cooperative could not continue to operate," shares Suad Dhaini, a member of the cooperative in the municipality of Janata.

But NESWA is a model for women's entrepreneurship that builds on members' agency and collective voice. It prioritizes innovation and strong partnerships with local municipalities. All of these factors are now helping to sustain the cooperatives.

"The NESWA model aims at creating a fairer economy and a viable ecosystem for rural women," explains Cecilia Chami, LFPAD Programme Director. "With our communities hit by the receding economy and then by the pandemic, we knew there was a role for NESWA to play, so we started conversations with cooperatives and local authorities to find a solution."

Amid increasingly pressing needs in marginalized communities, NESWA joined municipalities to provide food packages to the neediest families. The municipalities bought all in-house NESWA-labelled products, purchasing more than 1,300 jars of jams, pickles and syrups, among other items. Distributing these to 300 poor families helped fend off hunger and save scarce economic resources while supporting the women's cooperatives.

"The income from sales will help us purchase raw material needed for the upcoming season's production," says Nawal Jaber, another cooperative member from the village of Yanouh.

Amal Rahal, head of the NESWA cooperative in the village of Hmayreh, believes the initiative will help create a favourable image in the community, building brand recognition and support as it helps its most vulnerable members. "Our products are now available in the homes of many families. I am proud of being part of such a business that combines profit and social good. I feel like I want to tell everyone that I am a member of NESWA cooperative!" she exclaims.



**It was a win-win situation: community members who received the food packages benefited from natural foods, while NESWA cooperatives were able to use this income and test their first sustainability measures and operations amid a difficult economic and health crisis.**

**MEMBER OF THE MUNICIPAL BOARD OF JANATA, LEBANON**

03

# 2019 KEY RESULTS AND HIGHLIGHTS

Global Progress at a Glance

2019  
ACTIVE  
PORTFOLIO

US\$6.6

million  
portfolio  
value

18

active  
projects

countries

19

14

SDGs

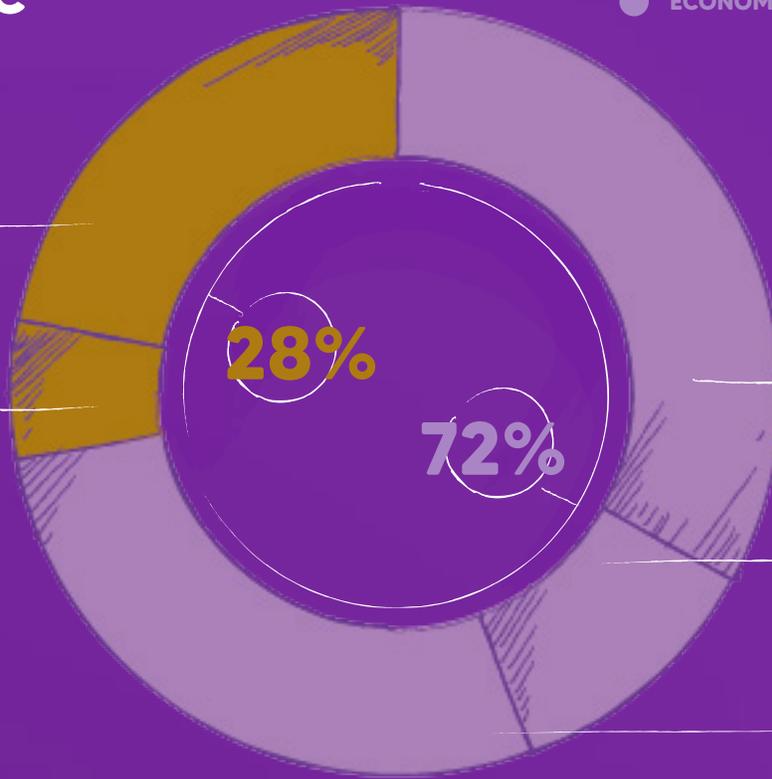


# THEMATIC AREAS

**POLITICAL EMPOWERMENT** 5 projects  
**ECONOMIC EMPOWERMENT** 13 projects

**22%**  
 Women's leadership

**6%**  
 Legislative and policy change



**33%**  
 Decent work and social protection

**11%**  
 Sustainable entrepreneurship

**28%**  
 Rural women's access to resources

# GEOGRAPHIC DISTRIBUTION

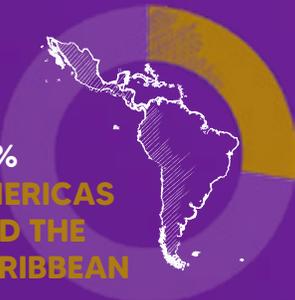
**17%**  
**AFRICA**



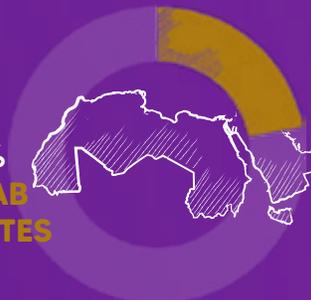
**11%**  
**ASIA AND THE PACIFIC**



**28%**  
**AMERICAS AND THE CARIBBEAN**



**22%**  
**ARAB STATES**



**22%**  
**EUROPE AND CENTRAL ASIA**



# CUMULATIVE GLOBAL RESULTS FROM 2019 ACTIVE PROJECTS

## Beneficiaries



## Overall results



## Economic empowerment



## Political empowerment



# AFRICA



Maasai women from Ngorongoro district in Tanzania show their newly acquired land titles. Photo courtesy of Pastoral Women's Council/Roshni Lodhia

In 2019, an FGE grantee, the Pastoral Women's Council (PWC), provided business grants to 50 entrepreneurial pastoralist women in the **United Republic of Tanzania**. They are among the 6,400 pastoralist women in the Ngorongoro district who, through PWC, have improved literacy and business skills, increased income and livelihoods, and boosted ownership of individual – not only communal – land and livestock. The council has also provided material for safer housing and boreholes enabling women to save up to six hours per day just on fetching water. Towards shaping the future of their communities, training and mentoring of 30 young women led several to join political parties, with 19 now members of village councils or governments. One has become the first female chairperson of her subvillage. Other women have become key actors on committees for communal land and water, and serve as community animal health workers with vital roles in curbing disease outbreaks and fallout from drought. Women community facilitators have been trained to ensure the proper functioning of 105 village community banks and 3 savings and credit cooperatives that help 2,700 pastoralist women accumulate savings and access credit.

In **Mali**, over 1,800 rural women farmers from Sikasso and Ségou are harnessing the power of agricultural cooperatives to become financially independent. Supported by the Association d'Entraide et de Développement (AED), they have improved skills in food processing, management and marketing, allowing some to sell their products internationally. Through the efforts of 50 women leaders, local

policies were adopted to help women own farmland and small businesses. AED's larger public outreach efforts raised awareness of women's rights among half a million Malians.

In **Nigeria**, Alliances for Africa (AfA) sought to maximize the influence of women in elected or appointed positions so they could increase women's political participation in the lead up to the 2023 elections. Working with 16 female politicians from across five states in the South-East region, AfA pursued a threefold strategy. First, it built on existing partnerships with 40 civil society groups, 75 male allies, 11 political parties and 12 traditional rulers to advocate for reserving 35 per cent of positions for women. To get the word out, AfA's Facebook page ran posts drawing 3,000 visitors, while nearly 17,000 people tuned in to an advocacy video. Second, AfA supported the 16 women politicians to better show results to their constituencies. Third, it established a unique, cross-party, cross-generational solidarity network of female politicians. Several virtual and face-to-face meetings included the "SheGoverns" online platform reaching 200 young female leaders, and a newly developed mentorship programme attracting 3,000 participants. They shared experiences, and drew on ties to more established politicians willing to support young women venturing into the political sphere.



Unionized domestic workers claiming equal labor conditions at the International Women's Day celebration in March 2019 a few months before Parliament's adoption of the equal minimum wage. Photo courtesy of Centro de Documentación y Estudios, Paraguay/Luis Vera

## AMERICAS AND THE CARIBBEAN

The Centro de Documentación y Estudios (CDE) in **Paraguay** mobilized domestic workers behind empowered advocacy that in 2019 led to the adoption of the first legal equal minimum wage for them. The new provision stands to improve earnings for over 200,000 women. While the achievement resulted from a year-long sustained drive by civil society, the CDE's work between 2016 and 2019 has largely been credited for galvanizing the final push to make the new law happen. Through a myriad of training and communication strategies, organized workers from the three main unions in the country transitioned from being ignored by authorities and mass media to becoming powerful social actors defending their own cause. They swayed the opinions of lawmakers and sustained a visible presence in the media. Radio programmes developed by and for domestic workers through an FGE social innovation initiative generated unprecedented enthusiasm and engagement, expanding outreach to other workers and broadening the unions' base. The radio sessions attracted new funds, allowing them to continue beyond FGE support.

The amendment of **Mexico's** federal labour law in April 2019, spearheaded by the Instituto de Liderazgo Simone de Beauvoir (ILSB) and its partners, granted stronger labour protections to 2.4 million women domestic workers. The gains, which include employers' obligation to pay a decent salary and a monthly contribution to the social security system, will profoundly change the lives of 10 per cent of women workers. Incomes will increase; vulnerability to labour exploitation will decline. An innovative communication campaign (#EmpleoJustoEnCasa) created in partnership with the

private sector, reached new audiences such as middle-class employers of domestic workers. It substantially increased attention to domestic workers' concerns, producing a 1,000 per cent spike in media coverage. ILSB and its partners also contributed to positioning integrated care policies on the agenda of the Mexico City municipal government. Following the analysis of 62 existing policies and programmes and a series of policy recommendations, a draft local law was designed to establish a care system. Adoption would improve services for at least 800,000 people dependent on them, as well as their caretakers, most often women. Benefits would accrue to 26 per cent of Mexico City's population.

In **Bolivia**, Red Habitat provided capacity-building that empowered 225 women construction workers with a combination of construction and advocacy skills and knowledge about their rights. A greater belief in their skills and self-worth equipped beneficiaries with stronger negotiating power both at work and within their homes. This led to better professional positioning and a more equal distribution of unpaid care. One of the most significant successes was when the Association of Women Builders (ASOMUC) obtained legal status through the advocacy orchestrated by Red Habitat. This achievement makes Bolivia one of the few countries with a dedicated body safeguarding the rights of women in this largely male-dominated and hierarchical sector. Formal agreements with the local governments of La Paz and El Alto as well as with private sector and academic partners have expanded opportunities for women construction workers to access training, now formalized and recognized as an entitlement.



Women entrepreneurs show off their new French cheese product, which meets international industry standards, at the NESWA production facility in Bordj Bou Arreridj, Algeria. Photo courtesy of El Ghaith Association, Algeria

Challenging security and operational restrictions in the Arab region prompted a customized second phase of FGE's **social innovation global initiative, "Re-Think. Experiment"**. It was rolled out for grantee partners in Algeria, Lebanon, the State of Palestine and Yemen. Through it, Arab women's organizations enhanced understanding of internal strengths and weaknesses while bolstering capabilities for human-centered design, refining innovative solutions and strategizing around organizational sustainability. The initiative provided continued expert coaching, technical assistance and a face-to-face workshop to exchange perspectives and experiences.

In **Algeria**, El Ghaith strengthened the livelihoods of 2,500 community members in 34 of the poorest municipalities of the rural area of Bordj Bou Arreridj. Once marginalized as subsistence farmers, they became competitive entrepreneurs, as the project opened new scope for rural women producers in value chains, and in their communities at large. For a social innovation experiment, El Ghaith decided to tackle the challenge of enhancing sales of women's products in male-dominated markets. The project looked for ways to differentiate women's products and incentivize demand. The result was the establishment of a women-led social enterprise, based on the proven NESWA model used by another FGE grantee, in Lebanon. Three production

facilities were inaugurated to convert excess goat milk into French Camembert style cheese, make marketable items from sheep wool and bottle high-quality organic raw honey. These new processed goods, supported by the women's new skills in enterprise management, marketing and branding, and accreditation under international food safety standards, substantially enhanced competitiveness in local markets.

The Youth Leadership Development Foundation (YLDF) in **Yemen** established partnerships with seven political parties in Sana'a governorate to enhance women's participation and leadership in local and national government. Despite gains in awareness and political support, however, progress at the community level stagnated, held back by prevailing notions that women are emotionally weak and incapable of being effective decision-makers. As its innovation challenge, YLDF chose overcoming difficulties in mobilizing traditional male community leaders to support sensitization efforts. With human-centred design tools, YLDF joined young male and female artists to create music, films and poetry speaking to the importance of women's political engagement and participation in decision-making in the private sector and civil society. This was coupled with the passionate advocacy of a large number of young male activists. The process forged new links with dozens of traditional male leaders.

Story of Empowerment  
**State of Palestine**

**LABOUR ENTITLEMENTS  
AT THEIR FINGERTIPS**



A lawyer from the community protection unit in Tubas trains workers on how to use the “Raise your voice” app to monitor and document the violations.  
Photo courtesy of MSS, State of Palestine/Sarah Kaplan

In the State of Palestine, serious violations of women’s labour rights are not uncommon, particularly in the private sector. With few employment and leadership opportunities, women turn to low-skill, low-wage jobs, typically with no social benefits. Women are routinely exposed to varying degrees of exploitation, including unsafe work environments and sexual harassment.

The Mother's School Society (MSS) helped 3,800 female workers learn about their rights and entitlements. Concurrently, it sensitized 380 employers, trade union members, civil society representatives and decision-makers from the Ministry of Labour and Chamber of Commerce about gender-based workplace discrimination. MSS also mobilized a broad coalition of 40 organizations to devise a comprehensive Women Workers Protection Framework, and established community protection units in six governorates. The units monitor and resolve gender-based workplace violations, and counsel women workers in claiming their rights, settling work disputes and pursuing litigation.

Despite such gains, an MSS assessment of 1,200 women workers revealed that they were not systematically reaching out to the units to report violations. Addressing this problem became the goal of an MSS social innovation experiment, supported by the FGE. Using human-centred design methodologies instilled deeper understanding of women's realities and apprehensions.

"We found that women had mobility constraints due to long working hours and patriarchal norms that limit their freedom of movement. They also feared pressure and retaliation from their employers," explains Sumayya As-Safadi, Director of the Economic Empowerment Unit at MSS.

"Workers were completely ignorant of their rights [and] had an intense fear of going to court to obtain their rights, or even going to file a complaint with the labour inspector," confirms Ghada Shadeed from the Canaanite Association for Development and Studies, which manages the protection unit in the town of Jenin.

Making reporting accessible, safe and confidential became a priority for the design team. The result: the "Raise your Voice" mobile app. The more than 15,000 women workers in the five lowest paid professions in Palestine can tap it to file confidential complaints of workplace violations, find information on labour rights, and locate and contact protection units and other nearby services. The first of its kind in the State of Palestine, this app also generates a labour abuse database. It tracks the numbers, locations and types of violations against women, all of which add up to powerful evidence to continue advocating for women's rights.

Having recorded over 190 violations since its launch in December 2019, "Raise your Voice" has become a fundamental resource for women workers during the COVID-19 pandemic. Some business owners have stopped paying salaries, for example, despite a requirement to pay half during the quarantine and complete it later on.

Arwa Mahmoud Grove, a worker at a packing factory in Jerico was among the first to file a complaint about such practices. She and 15 colleagues had not been paid since the onset of the COVID-19 crisis. Coming from poor families and in increasingly desperate straits with no income, they reported the issue using the app.

"The protection unit reached out to us, and helped me and my colleagues get our rights back," Ms. Grove explains. "Our salary was paid one week after and the employer gave us our jobs back." Her case is one of 23 reported to the app that have been resolved.

As reports from the app stream in, MSS and its coalition of community-based organizations routinely follow up with authorities to ensure women do not lose income in a time of profound economic hardship.



Member of a cooperative from Angkor Thom district in Siem Reap province harvesting beans after having applied newly learned cultivation techniques with use of natural pesticides and fertilizers. Photo courtesy of Banteay Srei, Cambodia

In **Cambodia**, Banteay Srei’s economic empowerment project in the provinces of Battambang and Siem Reap has helped 130 women acquire vocational and agricultural business skills, boosting their income from USD 49.61 on average per month in 2017 to USD 237.81 in 2019. A three-pronged strategy strengthened economic security and livelihoods. It encompassed, first, co-developing customized training programmes on human rights as well as entrepreneurial skills such as communication, leadership, negotiation, finance and marketing. The second step entailed fostering an informal network between the women and existing businesses to exchange and learn from common experiences. A third element involved creating cooperative businesses where women share expenses, profits and responsibilities, from developing community land for pig raising and fertilizer production, to forming marketing groups and identifying sellers for their produce.

Atikha’s “Coming Home” initiative enhanced reintegration preparedness among 6,300 migrant domestic workers in the **Hong Kong Special Administrative Region** and **Singapore**, as well as in their families in the **Philippines**. Through educational and training programmes, and what Atikha refers to as the “migration corridor” approach, the initiative simultaneously equipped migrant domestic workers and their families and children with tools and resources for a prompt and successful return home. The strategy entailed a more coordinated approach among all migration stakeholders, including government and partner institutions in the Philippines. This ensured that migrant women could access available resources at home, and that families gained a better understanding of the social and economic needs of relatives abroad. Atikha also provided training for 1,600 women to invest in income-generation projects and sensitized 3,250 children through school-based programmes. These interventions have led to higher savings among migrant domestic workers, and a more equitable sharing of responsibilities for managing families and finances.

## Story of Empowerment Philippines

### HELPING FAMILIES COME TOGETHER - AND MAKE THE MOST OF MIGRATION



Mary Ann Pascual now trains other migrant domestic workers about goal setting to improve their chances of successful return and reintegration in the Philippines.  
Photo courtesy of Atikha/Terrence Co Calijan

Mary Ann Pascual was distraught when she found out that her husband had squandered all the remittances she had scrimped and saved to send home. Helping her family was the reason she left her native Philippines to endure hard work and homesickness as a domestic worker in Singapore.

Mary Ann's case illustrates a common problem for migrant families in the Philippines. Many women make the hard decision to earn a living in another country. But after long years of difficult working and living conditions abroad, myriad challenges complicate their return home. These range from low salaries to limited information and skills to psychosocial issues from long-term family separation.

In response, the Atikha Overseas Workers and Communities Initiatives Inc. devised the "Coming Home" initiative, which since 2016 has supported 6,300 migrant domestic workers in Hong Kong Special Administrative Region of China and Singapore and their families to strengthen their economic security and livelihoods, and get ready for reintegration.

Mary Ann is one of them. Her life took a turn for the better when a leader of Atikha's partner organization in Singapore, Pinoy WISE, invited her to a training on income management. There, she learned about managing finances - and family relations. Equipped with self-confidence and new communications skills, she was able to talk to her husband about his capricious ways.

"At first, it was difficult to discuss financial matters with my husband. Of course, he is a man and it hurt his ego. I told him how difficult my life was in Singapore. I cried and poured out my emotions. I impressed upon him that I endured all the hardships and insults just to provide a better future for our family," she recalls.

She made her case. It was not long before her husband changed his ways. Soon the family had saved enough to invest in a convenience store and a three-wheeler cycle to boost income even more. Mary Ann's husband now works on their farm, manages the convenience store and drives the tricycle as a service vehicle for students. He is proud of healthy communication with his wife and willingly shares in caring for their children.

For Mary Ann, the training improved her relationship with her children too, as they began to appreciate their mother's hard work. "I study very hard so that I can repay the sacrifices of my mother who is working abroad," confides Pia, Mary Ann's 10-year-old daughter.

This careful, delicate work of linking migrants with their families, as well as with government and private assistance to return, sets Atikha's approach apart from other financial education programmes. Mary Ann now has a clear goal to return in six years. And she emphasizes, "I will not return with nothing. We have a house to live in and a business. I have in mind some other businesses that I can engage in as well."

It has not been an easy road, but eventually, thanks to Atikha and her own hard work, it will lead to a stable, peaceful home.



## EUROPE AND CENTRAL ASIA

Young participants of the POWER course in Turkey exchange experiences with decision-making with their advanced literacy trainer. Photo courtesy of ACEV

In **Turkey**, the Mother Child Education Foundation (AÇEV) reached out to young women (aged 18 to 35) with limited resources who are not in employment, education or training. Intensive literacy and leadership training helped almost 3,000 women from Istanbul, Bursa and Izmir. Their awareness of community issues and public decisions increased significantly (by 67 percent); so did their self-esteem. A number have continued their education, secured driver's licenses, sought jobs or became more involved in community issues. Their freedom of movement has grown significantly, with many taking public transport or going to doctor's appointments by themselves for the first time. An important component of the project was engagement with male relatives and community members, 84 percent of whom reported increased support for women's participation in public affairs. Having witnessed the difference made, local municipalities and NGOs adopted some of the project's strategies, and plans call for transferring it to the main government agency for sustainable development of the Southeastern Anatolia region.

In **Kyrgyzstan**, AIDS Foundation East-West (AFEW) made major strides towards improving the lives of 660 marginalized women - including those living with disabilities or HIV, survivors of violence and human trafficking, drug users, former prisoners, sex workers, and mothers of children with HIV and disabilities. Through comprehensive, client-centred support offering access

to services and economic empowerment opportunities, half have pursued personal development trainings, and 175 found employment or started their own small businesses. A social enterprise pioneer in the country, AFEW established a beauty salon providing employment for recently trained women who had experienced stigma, along with regular workshops reinforcing well-being and self-worth. The project is expected to reach many more marginalized women through new referral networks linking 33 partner organizations in two major cities. Its client management methodology has been incorporated in the social work curriculum at Bishkek Humanities University.

In the final phase of its FGE-funded project, Shoqata e Grave me Probleme Sociale (AWSP) reached yet another milestone in **Albania**. In late 2019, the draft monitoring report on the first year of the national action plan on Security Council resolution 1325 on women, peace and security was officially presented. The report showed a significant increase in women's participation in decision-making, with a woman heading the Parliamentary Security Commission and the number of women army officers rising by eight percent. A 32-member coalition, Women, Peace and Security in Albania, has had a pivotal role in advancing the action plan and subsequent progress under it. The coalition emerged from a participatory process facilitated by AWSP as part of FGE's upscaling and social innovation initiatives.

04

# SOUTH-SOUTH EXCHANGE AND TRIANGULAR COOPERATION



Launched the previous year in the Arab States region, the FGE's South-South and triangular cooperation initiative expanded to Africa and the Americas and the Caribbean in 2019. It continued to respond to some of the roadblocks that women-led organizations face in the Global South, including reduced levels of funding, limited capacities, and harsh and often unstable contexts.

The effort connected grantees with comparable profiles and complementary strengths, and facilitated exchanges around good practices in defining gender equality strategies and policies through a series of field learning trips. Women-led organizations from Algeria, Armenia, Lebanon, Paraguay, the State of Palestine and the United Republic of Tanzania took part in five different exchanges to share expertise around topics such as promoting rural entrepreneurship, economic inclusion, protection of the rights of the most vulnerable groups, and social protection.



Armenian women farmers from Green Lane exchange good practices on food production with their Lebanese counterparts during their visit to NESWA cooperatives in Tyre. Photo courtesy of LFPADÉ/Houda Farfour

## ARMENIA-LEBANON

Green Lane Agricultural Assistance from Armenia and the Lebanon Family Planning Association for Development and Family Empowerment (LFPADÉ) from Lebanon gathered in Yerevan to discuss various ways of strengthening rural women's agri-business marketing skills, food safety techniques and quality production standards.

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**By visiting Green Lane's farm, I was able to see first-hand which methods are required to produce organic foods. It inspired me to bring eco-friendly processing techniques back to our programme in Lebanon.**

**CECILIA CHAMI, PROGRAMME DIRECTOR, LFPADÉ, LEBANON**

The exchange yielded such enthusiasm that the two groups resumed their conversations about social enterprises during a second field visit in July 2019 in Tyre, South Lebanon. There they participated in joint trainings on marketing and branding for social enterprises. Members of Green Lane visited LFPADÉ's production facilities.

The visit and exposure motivated the participants to immediately incorporate what they learned into concrete action plans to increase product marketability and sustainability. For example, in Lebanon, municipalities donate space for food processing. After seeing the mayors visiting the food-processing facilities, the Armenian farmers decided to lobby their own municipalities for more political and financial support. Green Lane was also inspired to create a workshop on small standardized production and food processing, after witnessing LFPADÉ's work and experience in agri-processing facilities. On their end, the Lebanese cooperative members were impressed by the organic farming techniques of their Armenian counterparts, and decided to adopt them.



PWC, El Ghaith, and UN Women representatives gather alongside rural women beneficiaries in a town in Ngorongoro district, United Republic of Tanzania. Photo: UN Women/Tsitsi Matope

## ALGERIA-UNITED REPUBLIC OF TANZANIA

Two representatives from El Ghaith Association, an NGO devoted to improving the living conditions and economic independence of rural women in Algeria's province of Bordj Bou Arreridj, travelled 8,000 kilometers to meet fellow gender equality advocates from the Pastoral Women's Council (PWC). The latter supports pastoralist Maasai women in the Arusha region of the United Republic of Tanzania, helping them gain literacy and leadership skills, and participate in income-generating activities. Though working in strikingly different places, El Ghaith and PWC share a common vision: to economically empower rural women and girls. Over the course of a few days, the delegates shared knowledge and lessons learned in their efforts to advance the rights of women and girls who are among those left furthest behind.

PWC representatives were inspired to incorporate El Ghaith's market economy model in their organization's current subsistence agricultural production scheme. El Ghaith learned about PWC's community banking scheme, where women join savings and loan groups to reduce their economic dependency, and increase their negotiating power for entrepreneurship.

“

**We now want to scale up our women's economic empowerment component and do more value addition. We also aspire to start a social enterprise based on El Ghaith's successful business model!**

**RUTH KIHU, HEAD OF PROGRAMMES, PWC, UNITED REPUBLIC OF TANZANIA**

## PARAGUAY-STATE OF PALESTINE

In August 2019, members of Paraguay's Center of Documentation and Research (CDE) and the State of Palestine's Mother's School Society (MSS) came together in Asunción, Paraguay as part of a learning, exchange and advocacy forum. The two organizations shared their experiences in promoting women as community leaders and politicians, as well as addressing discrimination against female workers in low-paying private and informal sector jobs, such as domestic work.

The series of discussions with influential stakeholders, including parliamentarians, political parties, the media, feminist groups and domestic workers' coalitions, helped identify viable strategies for decent work and social protection. The meetings were also a space for nurturing solidarity among fellow gender equality advocates.

CDE representatives were inspired by the strength of their Palestinian counterparts and by many commonalities, including similar challenges that just bear different names. MSS delegates were drawn by CDE's approach to awareness-raising and advocacy,

including their festive public events, their efforts to build alliances, and their focus on data generation for stronger, evidence-based campaigns. This last aspect inspired MSS to strengthen data collection and knowledge management in their project, leading to the development of a mobile app that women use to report workplace violations. It also generates a database of such violations by location and type.

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**CDE's media campaigns and public demonstrations are very colourful. Maybe MSS can borrow some of these ideas and bring them to Palestine.**

**SHAHIRA AFANAH, PROJECT COORDINATOR, MSS, STATE OF PALESTINE**



Representatives from Palestinian and Paraguayan civil society and UN Women discuss policy advocacy strategies for women workers' rights during a dialogue session in Asunción, Paraguay. Photo courtesy of Centro de Documentación y Estudios, Paraguay/Luis Vera

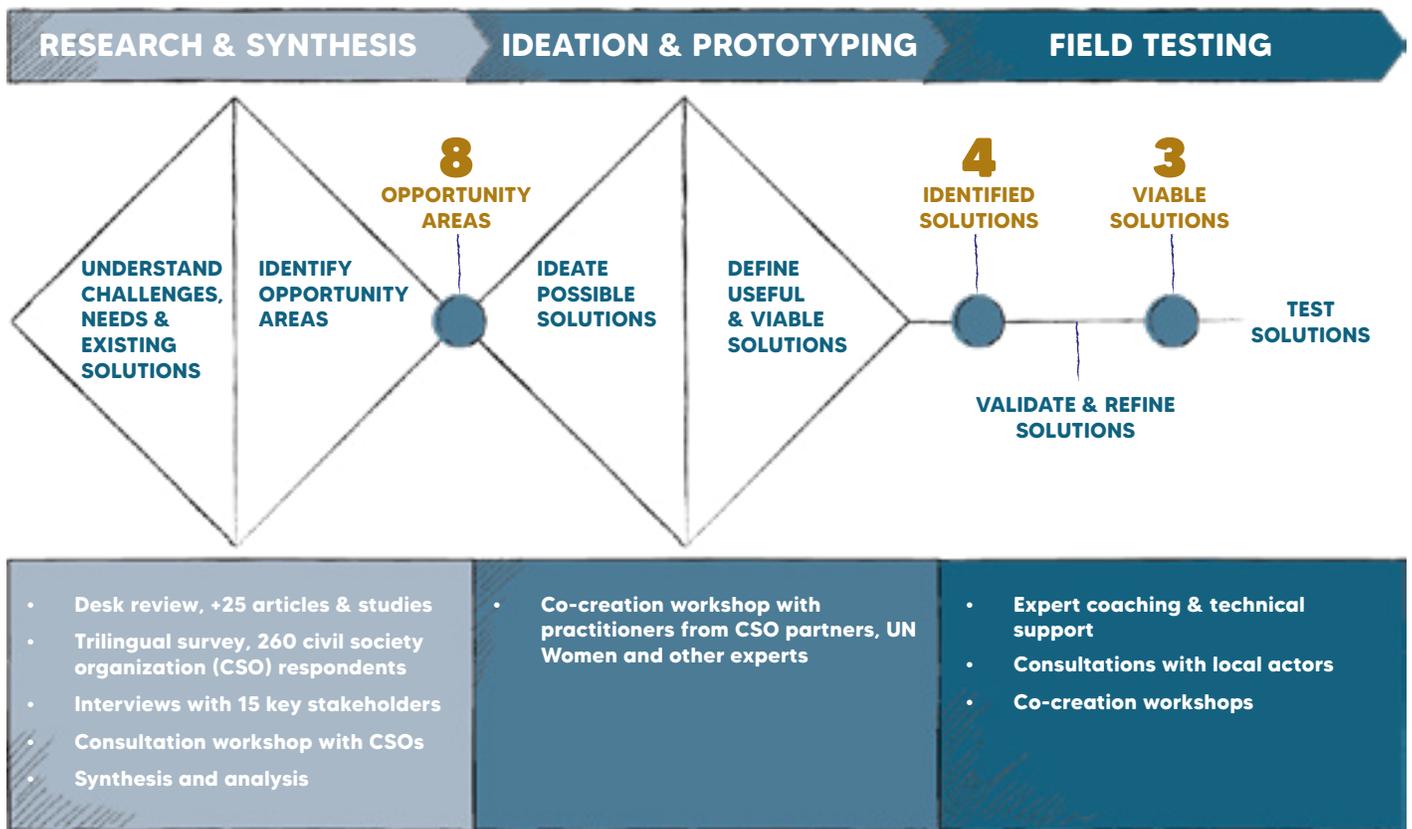
05

# WOMEN'S CIVIL SOCIETY ORGANIZATIONS OF THE FUTURE



In collaboration with the Parsons School of Design and with financial support from the Government of Denmark, the Fund conducted a design-led exploration of better ways to support women's organizations amid socioeconomic and political constraints that sideline and de-prioritize them and their areas of work.

The central challenge that this project attempted to address was: How might the FGE and UN Women at large better support women's organizations to stay relevant, and be agile, resilient and sustainable agents of change in ever-changing, complex contexts?



As a starting point, the FGE sought to identify the main needs, priorities and challenges of women civil society organizations. It explored existing good practices around alternative funding and partnership models; alternative organizational processes, structures, cultures and values; and alternative programmatic approaches. After analysis of existing literature and consultations with civil society partners and other stakeholders, eight areas of opportunity were identified:

1. How might we support partnership development across different women's civil society organizations in lieu of competition?
2. How can we support the integration of self-care into organizational practices?
3. How can we redefine grantee-donor relationships and power dynamics towards an equal partnership with mutual benefit ("reversing the top-down")?
4. How can selection, reporting and accountability mechanisms be simplified and turned into a more tangible value add for grantees?
5. How can we enable the creation of spaces for experimentation?
6. How might we make continuous learning an integral component for everyone involved in a programmatic cycle?
7. How can we better facilitate women CSOs' exploration of alternative funding opportunities?
8. How can funding models allow for more contextual research prior to programme proposals and execution?

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**Continuous exploration paired with collective reflection must be integrated in feminist action processes. Opening new spaces, new methodologies, new ways to do and be - all are essential in the creation of alternatives for a more inclusive society.**

**COOPERATIVA SULÁ BATSÚ,  
COSTA RICA**

Participants in an ideation workshop identified four promising solutions addressing some of these areas. With remote technical and coaching support from design experts, self-selected solution leaders steered further consultations, expanded their research and replicated co-creation sessions to reassess their prototypes' feasibility, viability and desirability before field testing. One solution that addressed the third area by testing a grant-making model co-created and co-managed by donors and recipients was dropped due to the impossibility of conducting realistic testing.

## THE SOLUTIONS TESTED

UN Women country offices and civil society partners in three regions field tested new approaches to partnership-building, resource mobilization, and organizational culture and practices, in an attempt to increase resilience, sustainability and effectiveness. These fast, cheap experiments yielded some results with the potential for larger impacts in the mid to long term. They generated insightful learning that all partners are now building on.

### MEXICO : A Catalogue of Services to Diversify Funding Sources

**Challenge:** How could a feminist Mexican NGO move from an exclusively donor-funded model towards a more sustainable and diversified funding base? (Opportunity area: #7)

**Concept and Solution Idea:** Interested in testing a more diversified funding base by boosting the selling of gender mainstreaming services to public and private actors, the Simone de Beauvoir Leadership Institute (ILSB) engaged in questioning and rethinking its business model. It hoped to expand income sources while furthering its mission. As a starting point, the group focused on improving support for other entities to adapt its proven feminist human resources strategy by producing step-by-step guidance.

**Testing and Iterations:** A series of consultations with trusted partners allowed ILSB to see its work through the eyes of potential clients. This shed light on how clients know about, connect with and feel about the group's work. ILSB became more aware of its key activities, products, services and points of interaction with future clients, allowing it to identify new or repurposed resources. As a result, it identified the need to improve its visibility as a service provider and decided to

develop a catalogue of services. Another round of consultations and testing of the catalogue modified the language of the services offered, adapting it to intended audiences. The catalogue is now undergoing a further series of iterations to better respond to ILSB's visual identity.

### Results and Learning

As ILSB seeks to diversify its funding sources, it has sharpened understanding of its key value proposition for future clients.

Developing the catalogue improved ILSB's selling narrative, and use of more succinct and accessible language to appeal to new audiences.

Based on advances in the promotion of its services, ILSB is refining its service delivery model to respond to growing demand.

### RWANDA: Mentorship to Harness Resources Among Women's Organizations

**Challenge:** How could East African women's organizations and social entrepreneurs share existing resources, knowledge and skills through a mentorship model? (Opportunity area: #1)

**Concept and Solution Idea:** The concept of fostering partnerships instead of competition among civil society organizations inspired participants at the ideation workshop to think about testing a virtual support network to harness existing knowledge and skills. The UN Women office in Rwanda took the lead to test an organization-to-organization mentorship model for women's CSOs working on economic empowerment and social entrepreneurship. The idea consisted of creating a matching mechanism that first assesses needs and capabilities, and then pairs two or more organizations, based on criteria such as experience, skill sets or goals. Such a model would allow the exchange of intangible resources, and provide alternative resources by tapping into and redistributing existing capabilities among organizations.

**Testing and Iterations:** A survey assessing the needs and capabilities of women's CSOs in Rwanda revealed the limited viability of the proposed mentorship model in the country. This led to expansion to Uganda and the United Republic of Tanzania to reach a critical mass

of participant organizations, and tap a wider range of expertise and experience among participants.

Potential users of the mentorship system gathered for a co-design workshop in Kigali where they mapped resources and skills and further honed the model. The group developed two refined prototypes to test in each country: the “Lioness Mentorship Programme”, a regional mentorship model, and the “Step Forward Challenge”, a peer-to-peer exchange bringing together young professional women and small-scale entrepreneurs with senior career women. They share advice and contacts while they walk and exercise. The latter prototype was previously tested during the “Car Free Sundays” every second weekend of the month in Kigali, where around 20 participants exchanged ideas during early morning walks. This was recommended as an innovation for adoption in other participating countries.

### Results and Learning

- The project defined the gaps and potential for creating platforms for South-to-South skills and mentorship exchanges.
- It helped uncover skills with potential to become resources and provide opportunities if matched with existing needs.

- The mentoring walks, which helped some women entrepreneurs secure business opportunities in Rwanda, proved to be a quick and actionable initiative.
- The UN Women office enhanced its capabilities after learning and adopting some of the brainstorming methods from the workshop in planning processes and joint problem-solving with partners.

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**We played, we constructed, and we solved a problem. I loved the whole process. We creatively came up with a full idea that is ready to be implemented.**

**SMART GIRLS FOUNDATION,  
UGANDA**



Participants from Rwanda, Uganda and the United Republic of Tanzania brainstorm about potential innovative mentorship solutions for women’s organizations during a regional co-design workshop in Kigali. Photo: UN Women/Tumaini Ochieng

## VIET NAM: New Team Meetings Methodology to Foster Creativity and Empowerment

**Challenge:** How could UN Women Viet Nam foster new ways of working by making creativity the norm? (Opportunity Area #5)

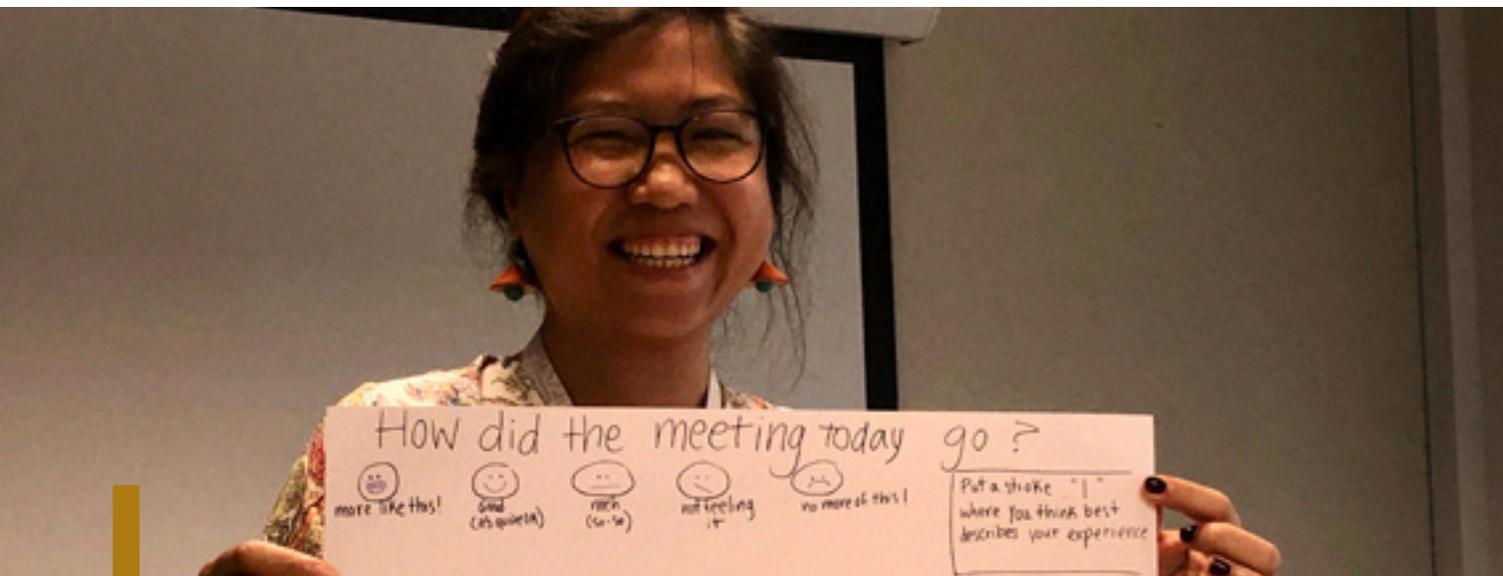
**Concept and Solution Idea:** The ideation workshop sparked high interest among participants curious about creating more spaces for experimentation, as a way to foster innovation and learning and improve effectiveness. The exchange raised a question: How could teams apply a collaborative mindset to their day-to-day work? As a prototype, they decided to start by rethinking their existing meeting culture in a way that would enhance quality and lead to more creativity. UN Women's office in Viet Nam offered to test this approach, first internally, and then with civil society partners if successful.

**Testing and Iterations:** The initial concept consisted of developing an adaptable meeting binder to foster a creative mindset. After some initial testing, the solution evolved into creating a structure for internal team meetings with a diverse array of highly participatory methodologies. These included combining traditional agenda items with others such as warm-up activities, one-minute project updates, a "learning corner" and a news commentary. After each meeting, the team would assess the session for

future improvement. Colleagues became familiar with design-thinking tools such as mapping exercises and storytelling. They went on to apply them in the co-design of an evidence-based advocacy project, and the development of the first Beijing+25 shadow review with young civil society representatives,

### Results and Learning

- Despite being relatively simple, the new team meeting model set a more personal tone for interactions, and created a safe space for new ideas and learning. Colleagues improved communications skills, and felt more comfortable asking questions and looking at their work from different angles. Some started to apply discussed ideas or tools to new projects. One colleague who organized a learning session for the team on sexual orientation and gender identity and expression concepts was empowered to then co-lead an inter-agency campaign to celebrate gender diversity, human rights and volunteerism with the participation of over 500 young students. While subtle, these changes are seeds from which deeper interpersonal connections can grow, improving team effectiveness and efficiency, and the quality of partnerships.
- In use with civil society partners, the design tools triggered meaningful exchanges and captured richer insights than what traditional workshops or consultation would generate.



UN Women Viet Nam country office staff member preparing to collect colleagues' feedback on their first creative staff meeting. Photo: UN Women/Elisa Fernández

## RESULTS OVERVIEW

Individual/Team	Relational	Institutional
<p><b>Safe spaces to do things differently and do different things can foster inspired and innovative individuals and teams</b></p>	<p><b>Meaningful interpersonal connections and spaces for co-creation plant seeds for stronger partnerships</b></p>	<p><b>Exploring new operational models enhances prospects for organizations to become more resilient and effective</b></p>
<ul style="list-style-type: none"> <li>Enhanced individual staff capabilities for better strategic planning (UN Women Rwanda)</li> <li>Individuals take on new initiatives and apply new skills and tools in projects with external partners (UN Women Viet Nam)</li> <li>Better communication skills and an empowering working environment enables new ideas, learning and growth (UN Women Viet Nam)</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced capabilities for joint problem-solving between UN Women and civil society, and among CSOs (Rwanda, Uganda, United Republic of Tanzania)</li> <li>Opportunities for South-South exchanges and replication of effective strategies identified (Rwanda, Uganda, United Republic of Tanzania)</li> <li>New tools capture more meaningful and rich experiences from partners (Viet Nam)</li> </ul>	<ul style="list-style-type: none"> <li>Better understanding of the organization's value proposition and improved selling narrative for expanded funding sources (ILSB)</li> <li>Identified need to refine service delivery model (ILSB)</li> <li>Opportunities for new organizational resources identified (Rwanda, Uganda, United Republic of Tanzania)</li> </ul>

# LIST OF GRANTEES



## AFRICA



### MALI

Association d'Entraide et de Développement  
Rural Women Entrepreneurship Support Program  
US\$ 334,121

### NIGERIA

Alliances for Africa (AfA)  
Implementing 35% Affirmative Action in 5 States in Nigeria by 2018  
US\$ 400,000

### UNITED REPUBLIC OF TANZANIA

Pastoral Women's Council (PWC)  
Empowering Pastoralist Maasai Women in Ngorongoro District, Northern Tanzania  
US\$ 560,001

## AMERICAS AND THE CARIBBEAN



### BOLIVIA

Taller de Proyectos del Habitat Urbano y Rural (Red Hábitat)  
Women in Construction: Towards their Political and Economic Empowerment  
US\$ 269,166

### GUATEMALA

Asociación de Trabajadoras del Hogar a Domicilio y de Maquila (ATRAHDOM)  
The Rights and Economic Empowerment of Women  
US\$ 264,166

### HONDURAS

Asociación Colectiva de Mujeres Hondureñas (CODEMUH)  
Human Labour Rights of Women Maquila Workers  
US\$ 369,170

### MEXICO

Instituto de Liderazgo Simone de Beauvoir (ILSB), AC  
Empowerment for an Agenda of Social Responsibility in Care Work  
US\$ 214,166

### PARAGUAY

Centro de Documentación y Estudios (CDE)  
Empowering Women for Political and Economic Equality in Paraguay  
US\$ 509,000

## ARAB STATES



### ALGERIA

Association El Ghaith  
Self-Promotion of Vulnerable Groups (Women and Girls) by the Creation of Income-Generating Activities  
US\$ 375,000

### LEBANON

Lebanon Family Planning Association for Development & Family Empowerment  
Promotion of the Economic Status of Rural Women in South Lebanon  
US\$ 425,000

### STATE OF PALESTINE

Mother's School Society - Nablus  
Empower Women for Their Dignity and Future  
US\$ 280,000

### YEMEN

Youth Leadership Development Foundation  
Women in Politics  
US\$ 340,000

## ASIA AND THE PACIFIC



### CAMBODIA

Banteay Srei - Citadel of Women  
Sustainable Economic Empowerment of Cambodian Women (SEECW)  
US\$ 400,000

### PHILIPPINES

Atikha Overseas Workers and Communities Initiatives Inc.  
Coming Home: Reintegration Program for Domestic Workers from the Philippines  
US\$ 569,925

## EUROPE AND CENTRAL ASIA



### ALBANIA

Shoqata e Grave me Probleme Sociale (AWSP)  
Women Rights - From Concept to Albanian Reality  
US\$ 290,000

### ARMENIA

Green Lane Agricultural Assistance NGO  
Economic Empowerment of Rural Women Groups through Capacity Building  
US\$ 315,000

### KYRGYZ REPUBLIC

AIDS Foundation East-West in the Kyrgyz Republic  
Our choice. Economic Empowerment of Vulnerable Women in Kyrgyzstan  
US\$ 300,000

### TURKEY

Mother Child Education Foundation (AÇEV)  
Politics for Women: Empowerment through Representation (POWER) Project  
US\$ 355,000

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