



Empowered lives.  
Resilient nations.



United Nations Entity for Gender Equality  
and the Empowerment of Women



## REVISED STANDARD JOINT PROGRAMME DOCUMENT

### 1. Cover Page

**Programme Title: Inclusive and Equitable Local Economic Development Programme (IELD)**

Joint Programme Outcomes:

- Women have greater access to information and have better ability to develop effective business enterprises
- Barriers to women's economic empowerment eliminated and enabling public and private policy and institutional environment created for women's local economic empowerment created
- Domestic financing unlocked and increased for gender sensitive local basic services and local economic development

Programme Duration: 2015-2020

Anticipated start/end dates: 01 January 2016

Fund Management Option(s): MPTF (Pass through modality) and Parallel (where pass through not applicable)

Managing or Administrative Agent: \_\_\_\_\_

(if/as applicable)

Total estimated budget\*: **\$24, 823,180**

Out of which:





- |                     |               |
|---------------------|---------------|
| 1. Funded Budget:   | \$2,000,000** |
| 2. Unfunded budget: | \$22,823,180  |

\* Total estimated budget includes both programme costs and indirect support costs

\*\* \$550,000 TBC

Sources of funded budget:

- |                      |                 |
|----------------------|-----------------|
| • Government         | TBD             |
| • UNCDF              | \$1,000,000     |
| • UN Women           | TBD             |
| • UNDP               | TBD             |
| • UNCDF Booster Fund | TBD             |
| • SIDA PFIS I        | \$450,000       |
| • Luxembourg         | \$550,000 (TBC) |

UN organizations	National Coordinating Authorities
<p>UN Capital Development Fund (UNCDF): </p> <p>Judith Karl, Executive Secretary</p> <p>Signature </p> <p>Date &amp; Seal 16 Feb. 2016</p>	<p>Replace with:</p> <p>Name of Head of Partner</p> <p>Signature</p> <p>Name of Institution</p> <p>Date &amp; Seal</p>
<p>United Nations Development Programme (UNDP):</p> <p>Magdy Martínez-Solimán,</p> <p>Assistant Administrator and Director, Bureau for Policy and Programme Support</p> <p>Signature </p> <p>Date &amp; Seal</p>	<p>Replace with:</p> <p>Name of Head of Partner</p> <p>Signature</p> <p>Name of Institution</p> <p>Date &amp; Seal</p>
<p>United Nations Entity for Gender Equality and Empowerment of Women (UN Women):</p> <p>Yannick Glemarec, Deputy Executive Director, Policy and Programme, UN Women</p> <p>Signature </p> <p>Date &amp; Seal</p>	<p>Replace with:</p> <p>Name of Head of Partner</p> <p>Signature</p> <p>Name of Institution</p> <p>Date &amp; Seal</p>

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## 2. Executive Summary

The elimination of gender inequalities and the empowerment of women and girls in all aspects of life will make a crucial contribution to the realization of the Sustainable Development Goals (SDGs), serving as a catalyst to accelerate overall sustainable development. Studies<sup>1</sup> have shown that women's economic empowerment can raise economic productivity, reduce infant and maternal mortality, improve nutrition, promote health, increase the chances of education for future generations, and help advance women's rights. To accelerate progress in the years ahead, we have a shared responsibility to recognize women as vital development agents and identify transformative solutions that will remove the barriers to the realization of their full economic potential.

Inclusive Economic Local Development (IELD) is a joint UNCDF, UNDP and UN Women initiative which aims at supporting governments and the private sector at the local level to design, plan, implement and sustain local public and private investments, with a particular emphasis on unlocking barriers to women's economic empowerment.

Fostering the full participation of women in a local economic development process (LED) will require overcoming entrenched discriminatory attitudes, norms and stereotypes as well as challenging existing inequitable historical social and economic structures. IELD will build upon the strategic comparative advantages of the partner agencies (UNCDF's ability to provide capital financing and the technical expertise in preparing portfolios of sustainable and resilient capacity building and infrastructure projects, UNDP's extensive geographical coverage in more than 170 countries and territories, and its focus and expertise on the eradication of poverty, and the reduction of inequalities and exclusion and UN Women being a leader and a coordinator of the UN system's work on gender equality), and their development partners, with the aim of supporting local governments and the private sector, to design, plan, implement and sustain local public and private investments that take into consideration the differentiated and specific needs and priorities of poor women and men, with a particular emphasis on unlocking barriers to women's rights, their economic opportunities and active participation in decision-making processes.

The three main outcomes (1. Women have greater access to information and have better ability to develop effective partnerships; 2. Barriers eliminated and enabling public and private policy and institutional environment created for women's local economic empowerment; 3. Domestic financing unlocked and increased for gender sensitive local basic services and local economic development) focus on unlocking domestic capital for local economic development and target local pipelines of investable projects with a high expected development impact such as job creation, women's economic empowerment and entrepreneurship opportunities. The interventions will focus on either gender-responsive local economic development through capacity building of local and national authorities and/or development of public infrastructure (i.e., infrastructure projects that take into account women's needs and are gender sensitive, public facilities for women, social care services, etc.); or on boosting private sector development, entrepreneurship and integration of women into the labour market.

## 3. Situation Analysis

According to the 2014 UNCTAD Report<sup>2</sup>, in order to make significant progress in human development and well-being, the Least Developed Countries (LDCs) must facilitate structural transformation in the

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<sup>1</sup> World Bank 2012 World Development Report: Gender Equality and Development; World Bank: Why is women's economic empowerment important for development?; OECD Women's Economic Empowerment: Poverty reduction and pro-poor growth: the role of empowerment, OECD 2012, SIG Working Paper, IDRC Women's Economic Empowerment and inclusive growth: labour markets and enterprise development. Naila Kabeer, SOAS, UK 2012

<sup>2</sup> The Least Developed Countries Report 2014 - Growth with structural transformation: A post-2015 development agenda (UNCTAD/LDC/2014)

composition of output and employment, toward higher productivity and higher value-added sectors. A first step in doing so is to boost growth and productivity in agriculture, a sector that in the early stages of transformation is labor-intensive, employment generating, and hence poverty-reducing.<sup>3</sup> Productive employment that is inclusive of all groups of people, including women and youth, plays a fundamental role in economic development and in people's lives, thereby allowing a dignified path out of poverty and a promising inclusive economy. By meeting these conditions, LDCs will be more likely to achieve sustainable progress, improve the living conditions of the most vulnerable, and prepare the road to meet the Sustainable Development Goals.

Across all economies and cultures, women and girls carry out the bulk of unpaid care and domestic work. Globally, women do nearly 2.5 times as much of this work as men, with large gender disparities in time spent cooking, cleaning and caring for household members (providing childcare, caring for elderly, ill and persons with disabilities). Women's involvement in this work varies greatly across countries depending on the extent and coverage of public services and physical and social infrastructure, such as water and sanitation, energy, health and childcare<sup>4</sup> as well as social norms of household division of labour that places men as the heads of household and bread winners and women as contributors to unpaid care work. As a result, women who work outside the household face far greater constraints on their time use than men do since they have to carry out both paid and unpaid work, making women time poor. At the same time, this complex reality and weak infrastructure reduces women's time availability to perform income-generating work, restricts the types of work they can perform, and reduces the rewards that they earn for such work.<sup>5</sup> According to the latest research, investment in social care services not only promotes gender equality, but creates more and better jobs for women and men and the lack of high-quality affordable social care services is a major barrier to women's low labour force participation.<sup>6</sup> As formal sector job opportunities for women are often limited by their role in unpaid household and care work, there is also a wide gender gap in vulnerable employment. In 2012, across LDCs as a whole, 85 per cent of women and 73 per cent of men were in vulnerable employment, with more women than men employed in the non-agricultural informal sector.<sup>7</sup>

Research indicates that women who have their time burdens reduced can become economically empowered, enabling their increased participation in the labour force, invest more in their families and their children, thus pave a promising path for future generations, and significantly contribute to their societies and the economies.<sup>8</sup> These time burdens can be reduced and redistributed through improved infrastructure that can contribute to women's economic empowerment by enabling them to participate in income-generating activities and to contribute to economic growth. Therefore, addressing bottlenecks that prevent women's engagement in economic activities could create a new entrepreneurial class of women, more productive female farmers, or a cluster of women enterprises or gender-sensitive businesses that could diversify local economies and contribute to inclusive and sustainable economic growth. This means that to economically empower women, we must focus our efforts, mandate and expertise towards recognizing and reducing women's unpaid care work and towards the diversification of rural economies to develop non-farm income-earning activities and to promote non-agricultural entrepreneurship among women in rural areas in LDCs.<sup>9</sup>

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<sup>3</sup> World Bank World Development Report 2008

<sup>4</sup> UN Women: Progress of the World's Women 2015-2016: Transforming Economies, Realizing Rights

<sup>5</sup> CEPAL, Conditional Cash Transfers and Time Poverty, Gammage S.

<sup>6</sup> The Impact of Public Investment in Social Care Services on Employment, Gender Equality and Poverty: The Turkish Case, Istanbul Technical University Women's Studies Centre and the Levy Economics Institute, with support from UNDP, UN Women and ILO Turkey, 2015

<sup>7</sup> UNCTAD The Least Developed Countries Report 2013, chap.3

<sup>8</sup> SIG Working Paper, IDRC Women's Economic Empowerment and inclusive growth: labour markets and enterprise development. Naila Kabeer, SOAS, UK 2012

However, infrastructure provisions that reduce unpaid care work and increase income-generating opportunities for women in LDCs are constrained by a relatively weak private sector that struggles to retain profits, is further hampered by a poorly-developed financial sector<sup>10</sup> and the lack of accessible investment funds.<sup>11</sup> Furthermore, non-economic aspects of women's economic empowerment present strong impediments to women's participation in the labor force (e.g. socio-economic norms: gender bias, ownership of property, inheritance laws, access to land, water, etc.). Therefore, fiscal policy should prioritize financing public investment in physical and human capital by accelerating gender sensitive investments in local infrastructure and increasing spending on health, water and sanitation, education and training, especially in rural areas. This will require strengthening and building government capacity at the local level, mobilizing and managing fiscal revenues through decentralized domestic resource mobilization to meet local needs and thus have a transformative impact upon local economic development and women's economic empowerment. In this context, the role of local governments becomes one of the most pressing development challenges for countries seeking to generate employment opportunities for their growing work force, in particular for women and youth, and working with the private sector to capitalize on potentially-meaningful gender sensitive investments in infrastructure that enhance labor-intensive productive sectors. On the national level, this will require the policymakers to implement gender sensitive policies and focus their work on the dismantling of the discriminatory social norms. Therefore, there is a key role for local administrations to play in facilitating the mobilization of domestic resources towards investments that increase stock of gender-responsive infrastructure and speed up sustainable development.

While the number of women operating their own business is increasing globally, in developing countries, the entrepreneurship comes about largely due to necessity. In the absence of other viable alternatives to provide for or supplement household incomes, entrepreneurship or self-employment is the only viable option.<sup>12</sup> Further, female owned businesses are characterized by low capital requirements, low barriers to entry, low income and largely concentrated in the service sector.<sup>13</sup> Productivity differences between female-owned and male-owned businesses are often result of the differences in access to and use of productive resources, where these differences are primarily a function of the business size and sector of operation rather than a gender-specific factor. Among African firms in urban areas, the median female-owned firm in the formal sector has 2.5 times less start-up capital than the median male-owned firm, but it has 5 times more start-up capital than the median female-owned firm in the informal sector. The same can be said about the number of paid employees in the firm.<sup>14</sup> There are several important issues to be addressed to enhance women's entrepreneurship in the LDCs: (1) ensure women's rights to own and control over assets, (2) increase women entrepreneur's role models, networking and mentoring opportunities, (3) expand women's access to finance, (4) enhance business, leadership, managerial and financial skills and the use of ICTs; and (5) encourage the disaggregation of data and inform policy makers of women's potential contribution to the pro-poor growth of the economy.

Private sector incentives and new structures need to be designed to help women entrepreneurs to build productive partnerships with investors, to improve the quality of their business plans and de-risk their business proposals. Concurrently, strengthening the capacities of domestic commercial financing institutions to reduce their risk mitigation strategies and compliance measures will be central to producing a sustainable pipeline of gender sensitive investable projects that can have an impact on local livelihoods and economic development, especially by reducing the unpaid care work performed by women.

Finally, the local public sector should continue to invest in the provision of public goods, services, and gender-responsive infrastructure that can 'crowd in' private sector activity. This has a potential to pave the

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<sup>10</sup> Ibid

<sup>11</sup> UNCTAD Foreign Direct Investments in LDCs: Lessons learned from the decade 2001-2010 and the way forward

<sup>12</sup> World Development Report 2012: Gender Equality and Development

<sup>13</sup> World Bank: Female Entrepreneurship: Program Guidelines and Case Studies

<sup>14</sup> World Bank World Development Report 2012: Gender Equality and Development

way for local economic development, women's economic empowerment, and a promising sustainable future. By investing locally through domestic resources, not only are investments more responsive to the status of the local economy through utilization of local skills and capacities, but are also more likely to benefit from improved local livelihoods through various interlinked channels, such as indirect employment, supply chains, and various multiplier effects with direct impact on economic growth, diversification of the economy, and the growth of other forms of manufacturing and service related sectors, which are essential for most developing economies.

IELD will facilitate additional investments by both, private and public sector which can have significant gender-responsive multiplier effects. Acting as a leverage and risk abatement mechanism, IELD will aim to both increase the size of the fiscal space and as a result increase local gross fixed capital formation, especially in gender-responsive infrastructure. It will also provide and build expertise for national and local development authorities to build capacities of national and local governments and local bodies to fill the infrastructure gaps that many LDCs need to overcome – from local, through national, to global level.

#### **4. Strategies including Lessons Learned and Proposed Joint Programme**

##### ***4.1 Lessons Learned***

In an effort to enhance women's participation in income-generating activities at the local government level, the Gender Equitable Local Development Programme (GELD) was launched by UNCDF, together with UN Women and Belgium in 2009. GELD allocated capital investment grants to local authorities in five African countries in order to facilitate gender-responsive planning, programming and budgeting at the local level. According to the last GELD review<sup>15</sup>, the programme has: helped local planning process become more oriented to the specific needs of communities; enhanced the performance of budget delivery rates; and has improved the public expenditure management and procurement processes by establishing specific gender requirements to the tendering and procurement processes. However, the programme did not address a key constraint on women's participation in income-generating activities: the need to translate the enhancement in the capacities, policies and regulatory environment of gender-sensitive public financial management at the local level into an unlocking of local public funding for gender-responsive public investments that at the same time can be used to leverage increased local private funding in gender-responsive investments.

In 2010, UNDP developed Gender and Economic Policy Management Initiative (GEPMI), a comprehensive capacity development and advisory services programme whose overarching objective was to contribute to the achievement of the MDGs by making the poverty reduction strategies; national development plans and economic policies deliver to women and men, boys and girls equitably. According to the Light Assessment in Africa performed in 2013<sup>16</sup>, the GEPMI initiative implemented in Africa is highly relevant with regards to the alignment of GEPMI objectives with development needs and policy priorities in Africa, results obtained also indicate that the GEPMI approach is sustainable and gains cannot be easily reversed. However, there was a need for clear institutional set-up at the country levels for the management of GEPMI, the need to come up with one training template for all trainers, to ensure standardization of delivery and the need to customize GEPMI Modules and other training materials to specific country situations including the local examples. GEPMI as an the initiative lacked a structure of a programme what resulted in fragmentation, lack of effective quality assurance of the activities performed by the UNDP Country offices and by UN Women.

##### ***4.2 Proposed Joint Programme***

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<sup>15</sup> Final GELD internal UNCDF/UN Women review

<sup>16</sup> GEPMI Light Assessment in Africa, 2013, Internal UNDP/UN Women assessment

The IELD Global Programme is a joint activity of UNCDF, UNDP and UN Women that will catalyse dynamic synergies between the three agencies by building upon the strategic comparative advantages of each, in facilitating gender sensitive local development investments, local development planning, and women's economic empowerment. Each agency's wide network of development partners will be used to support local governments and the private sector in their ability to design, plan, implement and sustain local public and private investments that take into consideration the specific needs and priorities of poor women and men, with a particular emphasis on unlocking barriers created by responsibilities for unpaid care work to women's economic rights, opportunities and active participation in economic decision-making processes. It will also leverage and partner with other local economic development programmes undertaken by agencies such as UNIDO, ILO, AU, etc.

Within IELD's theory of change, significant focus will be put on addressing the constraints on women's income-generating activities posed by a lack of gender-responsive infrastructure (e.g. road projects that take into account women's needs and are gender sensitive, public facilities for women, social care services, etc.) that reduces burdens of unpaid care work. This will be facilitated through unlocking local public funding for gender-responsive public investments and simultaneously leveraging local private investment. Therefore, the IELD Global Programme will use its gender-sensitive Local Economic Assessment tool (LEA) to identify, in consultation with local governments, local communities, women's organizations and women themselves, the most pressing bottlenecks faced by women at the local level to increase their participation in income-generating activities, and support local authorities and potential partners in private enterprises in selected LDCs to remove these barriers. By enabling women to have access to public services that reduce their unpaid care work, local economic opportunities, and private financial services, the IELD Global Programme will create the enabling environment necessary to achieve and sustain inclusive and equitable local socio-economic development that economically empowers women and men, girls and boys and helps them achieve their rights while taking into account environmental linkages.<sup>17</sup>

The IELD Global Programme will address key causes of women's economic disempowerment noted above, through interventions whose unique design will depend upon the demand of the local client that is identified, the specific problem that IELD is seeking to solve, and the entry points that are available to IELD to solve the problem with the client. Two distinct but complementary interventions will be used:

- 1) Country-specific programme design and interventions focused on gender-responsive local economic development following a Human Rights Based Approach (HRBA) that is driven by local authorities using public investments in economic and social infrastructure to unlock identified bottlenecks that preclude women from entering the labour market or undertaking income-generating activities, thereby creating an enabling environment for women's economic participation; and
- 2) Country-specific programme design and interventions formulated in a consultative manner following rights based approach that use local public investments to leverage increases in local private investment, thereby boosting private sector development that accelerates women's economic participation by integrating them into the labour market or into entrepreneurship as a direct consequence of the increased private capital investment.

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<sup>17</sup> All these connect UN Women's Strategic Plan Impact Area 2 – Women's Economic Empowerment and corresponding global Flagship Programme Initiatives (FPIs) including women's access to land and productive resources for Climate-Resilient Agriculture and beyond, stimulating Equal Opportunities for Women Entrepreneurs through Affirmative Procurement, Investment and Supply Chain Policies, and, Income Generation and Security through Decent Work and Social Protection for Women.



Where both approaches are used simultaneously, country-specific programme interventions will be sequenced in the planning and design stages to complement one another and thus optimize results and outcomes as evident in the RRF.

In both areas, the IELD Global Programme will respond to local needs in ways that foster women's economic empowerment using the Transformative Income Financing approach. TIF identifies locally-generated investable projects that have a high impact on the local economy. It then uses UNCDF's local development finance instruments to unlock domestic public and private capital to finance these investments through the provision of collateral guarantees, seed capital, and thus risk mitigation. By matching the local economy, domestic capital and local capacities together, the IELD Global Programme will use TIF to unlock the potential of local entrepreneurs and enterprises. Nonetheless, because of their place- and context-specific knowledge the involvement of local authorities in the design of country-specific programmes and local interventions remains key to the success of the IELD Global Programme.

The two normative approaches can be used to show how a country-specific programme would be typically expected to unfold once the entry points (identified by the Local Economic Assessment) that are available to the IELD Global Programme to solve the specific problem with the local client are identified. The IELD Global Programme will proceed as follows:

1. It will understand the context and set a baseline by designing a gender-sensitive LEA. This will involve:
  - Mapping the national socio-economic policy and, institutional contexts, including non-economic aspects and bottlenecks to women's economic empowerment (e.g. gender bias, ownership of property/inheritance laws, access to land, etc.) in local setting;
  - Applying the LEA tool with a gender lens. The LEA enables local governments to analyze their economies' resource endowments, patterns of growth, the strengths and weaknesses of sectors, clusters and value chains in their localities, the extent to which an enabling environment for business is witnessed, as well as the extent of the linkages with regional, national and international economies. The LEA will be tailored to have a specific emphasis on evaluating the bottlenecks that hinder women's participation in the local economy while taking environmental dimensions into account;
  - Assessing local government capacities to facilitate gender-equitable local economic development by identifying corrective actions designed to improve local management, revenue mobilization and utilization, and the quality of services rendered to citizens, most especially on gender issues.
  
2. It will strengthen local institutional capacity to promote gender-equitable local economic development through overcoming entrenched discriminatory norms, attitudes and stereotypes. This will involve:
  - Building the capacities of local authorities for gender-equitable local economic development interventions and investments. Training modules will be produced derived from and building upon UNDP's Gender and Economic Policy Management Initiative (GEPMI) to develop the capacities of local authorities on an array of key gender-responsive policy mechanisms, including policy design and development, budgeting, and financing, along with a more general capacity in gender-aware socio-economic policy analysis;
  - Identifying entry points in local government plans, budgets, and investment frameworks to systematically integrate gender-responsive measures in the design, planning and budgeting of gender-responsive local development investments taking into account environmental dimensions and sustainability issues.
  
3. It will facilitate the development and implementation of locally produced, targeted, public and private investment that accelerates gender-responsive local economic development in priority areas and sectors.

Projects that establish the balance of environmental sustainability and the development of local economy will be preferred. This will involve:

- Local Development Funds (LDFs) that are used in partnership with local governments. LDFs are capital transfers provided to local government financial systems, either directly to the local bodies themselves or through a proxy intergovernmental fiscal transfer that reach local governments through central government channels. LDFs can be a form of direct earmarked budget support or can be ring fenced for specific investment activities in order to leverage scalable counterpart funding from the public or private sector that provide both a sufficient return on the investment as well as a widespread multiplier effects;
- Private sector development, entrepreneurship, and the integration of women into the labour market. This is to be accomplished using two mechanisms:
  - Structured Project Finance provides structured non-recourse financing solutions, in the form of collateral guarantees, for small and medium enterprise (SME) infrastructure projects that are selective, strategic and catalytic, in order to reduce private sector risk and in doing so unblock local sources of private capital. Financing can be made available for SMEs ranging in size from no less than US\$ 1 million to up to US\$ 20 million, according to the classification of SMEs in each country.
  - The Cluster SME Finance tool can be used to unlock domestic finance to groups of private micro-enterprises that would not otherwise qualify for funding because of their extremely small size. Clusters of micro-enterprises must be in geographical proximity, have a large number of similar enterprises producing substitutable goods or services using uniform technologies into the same markets and in similar volumes, and have similar susceptibility to changes in economic conditions.

4. It will increase knowledge sharing and achieving policy, legal and regulatory improvements through capacity building and development of partnerships. This will involve:

- Developing IELD training modules build upon UNDP's GEPMI to create an enhanced emphasis on women's economic empowerment at the local level among central and local governments. This will require building the capacities of local training facilities and developing a network of qualified national and regional trainers;
- Partnering with UN Women's EmpowerWomen.org portal on women's economic empowerment to connect and link women businesses and gender sensitive businesses to national and global networks of local authorities and investors to build productive partnerships.

### **Sustainability of results**

The IELD will ensure that the systems and methodologies developed under the programme are incorporated into national policies, legal, regulatory and operational frameworks and are available as international best practices. In order to keep down the cost of programme, it will be essential that local consultants be used as often as possible. It is reasonable to assume that most local consultants in developing countries are not adequately versed in developing project finance structures, SME cluster finance or fiscal decentralizations to finance local public infrastructure projects. Therefore it is proposed that training programmes be developed and provided to local TSPs. IELD will adhere to the following principles of sustainability:

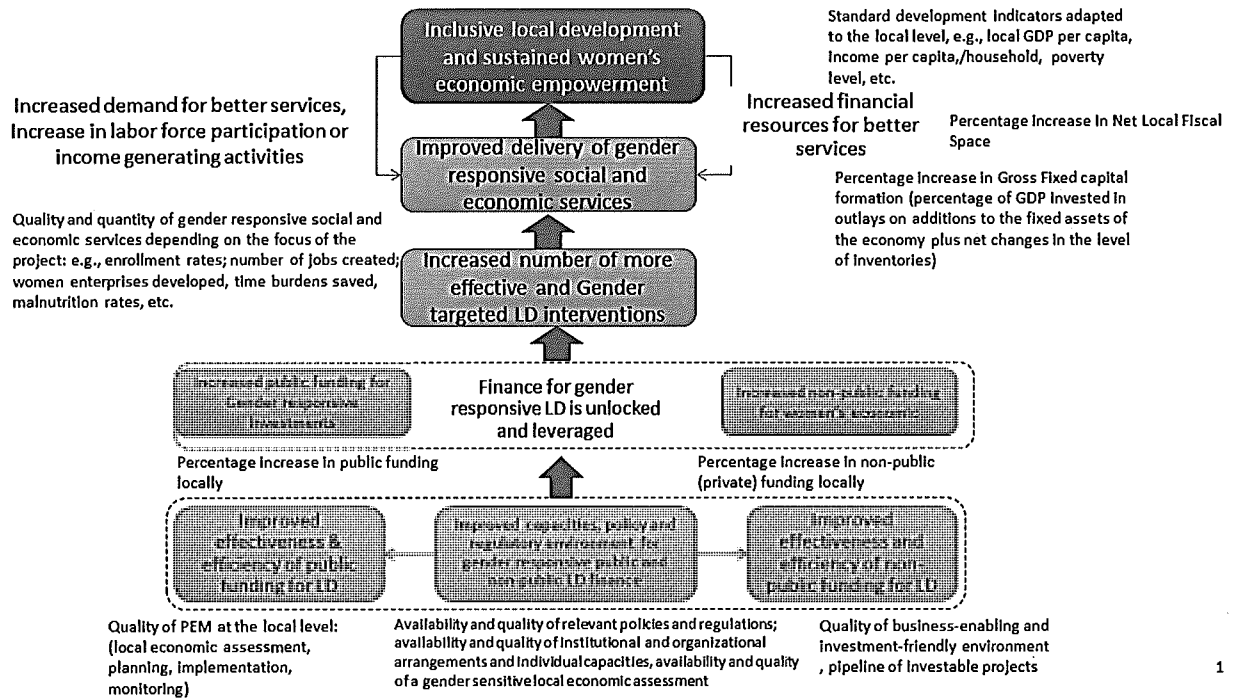
1. **National ownership**, where the design and introduction of methodologies, systems and tools for local development finance will be built on local experience, and interventions will be designed, financed and implemented in alignment with the achievement of national and sub-national development goals;
2. **Alignment of the existing country programming and coordination structures, partnerships**, facilitating synergy and aid effectiveness with other UN agencies and development partners;
3. **Incorporation** of international best practice in legal, regulatory and operational frameworks **into national policies**. IELD will provide government agencies with scalable investor after care tools

enabled to identify specific impediments and remedies in resolving issues. The cost of maintenance could be absorbed by public/private sponsors thereby enabling for sustainability of the programme;

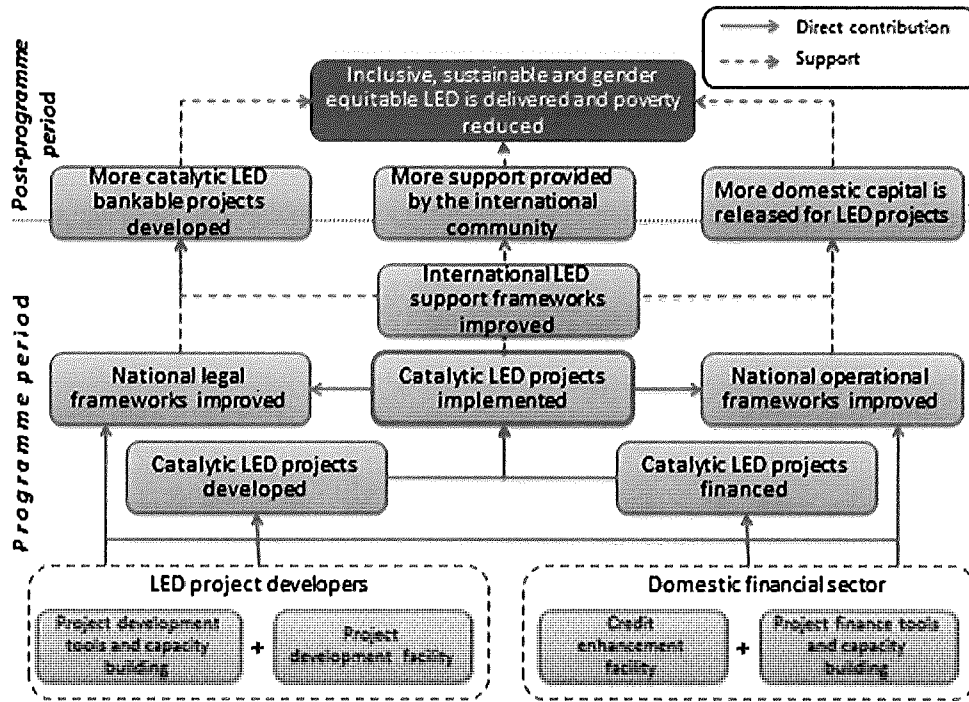
4. **Institutionalize a guarantee scheme** within central banks and other financial institutions to facilitate the access of women and men to domestic resources for entrepreneurship and development;
5. **Support business incubators** that have capacity to provide capacity building and negotiations skills with commercial and financial entities at the local level.

### 4.3 Theory of Change:

#### IELD LDF THEORY OF CHANGE



#### IELD Gender Sensitive Private Sector Development Theory of Change



## 5. Results Framework

Results Framework										
Outcome 1: Women have greater access to information and have better ability to develop effective business enterprises										
Outcome 2: Barriers to women economic empowerment eliminated and enabling public and private policy and institutional environment for women's local economic empowerment created										
Outcome 3: Domestic financing unlocked and increased for gender sensitive local basic services and local economic development										
Outcome 1: Women have greater access to information and have better ability to develop effective business enterprises										
Joint Programme Outputs with corresponding indicators and baselines	Participating UN Organization Specific Outputs	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*					Total
					2015	2016	2017	2018	2019	
<p><b>JP OUTPUT 1.1</b> Women entrepreneurs' capacities to establish productive partnerships with potential investors developed.</p> <p>Indicator 1: The number of productive partnerships between investors and women businesses increased</p> <p>Baseline: To be established at country level</p> <p>Indicator 2: Number of productive partnerships between public/private investors and women lead businesses established through empowerment.org Target: 10% increase on yearly basis</p> <p>Indicator 3: Number of productive partnerships between public/private investors and women led and gender sensitive businesses.</p>	<p>UNDP SP Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment</p> <p>UN Women SP Outcome 2.1: National legislation, policies, strategies, budget and justice mechanisms adopted and implemented to strengthen women's economic empowerment</p>	<p>UNDP SP Output 4.1: Country led measures accelerated to advance women's economic empowerment</p> <p>UN Women SP Output 2.1.1: Enhanced capacity of legislators and policy makers in applying international standards, accountability mechanisms and budgetary allocation in national laws, programmes and regulations on women's</p>	<p>UN Women Lead and UNCDF</p> <p>UNDP Lead with UN WOMEN</p> <p>UN Women lead</p>	<p>Training materials for gender sensitive enterprises and women entrepreneurs developed</p> <p>Global Forum on Transformative Impact Financing for women's economic empowerment</p> <p>Publish transformative stories, lessons learned, training modules, networks on knowledge gateway</p>	\$50,000	\$0	\$0	\$10,000	\$0	\$60,000
					\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
					\$50,000	\$150,000	\$150,000	\$150,000	\$150,000	\$650,000



<p><b>JP Output 2.1: Strategies to address key national and local bottlenecks and barriers to women's economic empowerment developed.</b></p>	<p><b>UNDP SP Outcome 1:</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</p> <p><b>UN Women SP Outcome 2.2:</b> Women's Sustainable Livelihoods enhanced by gender responsive services and access and control over resources and means of production</p>		<p><b>UNDP SP Output 1.1:</b> National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive</p> <p><b>UN Women SP Output 2.2.2:</b> Enhanced capacity at national and local level to develop and implement gender-responsive public services and policies</p>	<p>UNCDF Lead with UN Women</p> <p>UNDP/UN Women</p> <p>UNCDF Lead with inputs from UN Women and UNDP and approval of the GSIC</p>	<p>Provide technical assistance to financial institutions to formulate gender sensitive financial flows that are sustainable, maintainable with projected financial flows of revenue.</p> <p>Identify major bottlenecks that hinder women's participation in local economy with community participation and develop policy and institutional recommendations to foster women economic advancement</p> <p>Develop Country level frameworks and identify interventions.</p>	<p>\$0</p> <p>\$10,000</p> <p>\$40,000</p> <p>\$50,000</p>	<p>\$20,000</p> <p>\$10,000</p> <p>\$20,000</p> <p>\$50,000</p> <p>\$60,000</p>	<p>\$10,000</p> <p>\$30,000</p> <p>\$20,000</p> <p>\$30,000</p>	<p>\$20,000</p> <p>\$10,000</p> <p>\$22,000</p> <p>\$52,000</p> <p>\$60,000</p>	<p>\$10,000</p> <p>\$20,000</p> <p>\$20,000</p> <p>\$30,000</p>	<p>\$60,000</p> <p>\$30,000</p> <p>\$122,000</p> <p>\$212,000</p> <p>\$170,000</p>
<p><b>Subtotal Output 2.1</b></p>											
<p><b>JP Output 2.2:</b> Capacities of policy makers at local and national levels enhanced through targeted capacity building initiatives.</p>	<p><b>UNDP SP Outcome 4:</b> Faster progress is achieved in reducing gender inequality and</p>		<p><b>UNDP SP Output 4.1:</b> Country led measures accelerated to advance</p>	<p>UNDP LEAD</p>	<p>Provide capacity building programme to national counterparts on gender and economic policy management, local economic development and sector growth</p>						







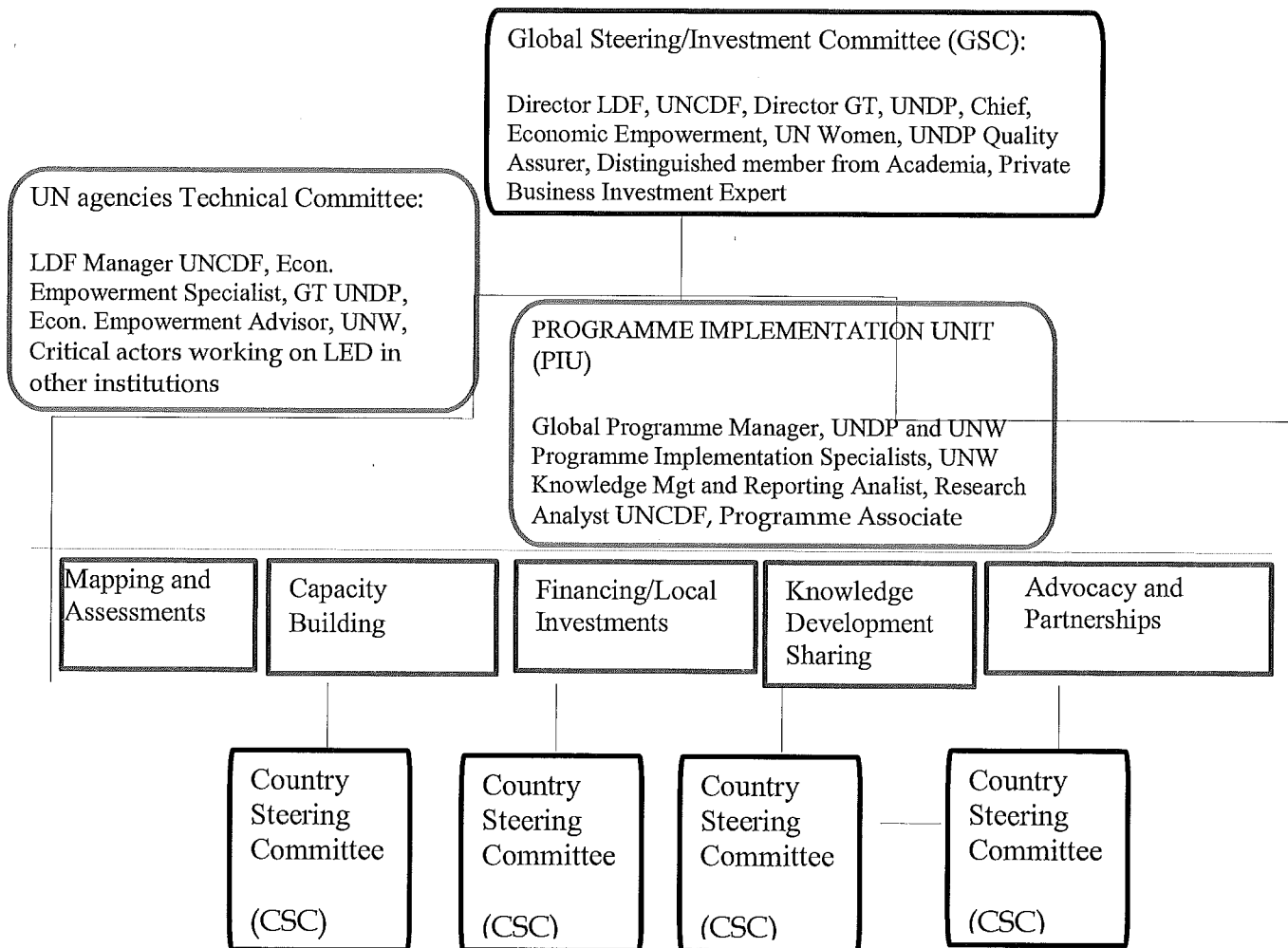
<p><b>JP Output 3.2: National plans, budgets and investments at country level are gender responsive and targeted to promote gender equality and reduce and redistribute unpaid care work</b></p> <p>Baseline: To be established at the country level</p> <p>Indicator: Number of plans, budgets and investments that directly promote gender equality and address unpaid care work</p> <p>Target: To be established at the country level</p>	<p><b>UNDP SP Outcome 4:</b> Faster progress is achieved in reducing gender inequality and promoting women's empowerment</p> <p><b>UN Women SP Outcome 2.2:</b> Women's Sustainable Livelihoods enhanced by gender responsive services and access and control over resources and means of production</p> <p><b>UNCDF Outcome 1</b> Increasing financing for basic services and sustainable and inclusive growth</p>	<p><b>UNDP SP Output 4.1:</b> Country led measures accelerated to advance women's economic empowerment</p> <p><b>UN Women SP Output 2.3.1:</b> Enhanced capacity of gender equality advocates to influence poverty eradication policies including through communication and advocacy</p>	<p>UNCDF Lead with UN Women and UNDP</p> <p>UNCDF Lead with UN Women and UNDP</p> <p>UN Women and UNCDF</p> <p>UNDP Lead</p> <p>UN Women with UNDP</p> <p>UNDP Lead</p> <p>UNDP Lead</p> <p>UNCDF Lead with UN Women and UNDP</p> <p>UN Women with UNDP</p>	<p>design gender responsive local economic development interventions with women and community</p> <p>Establish a monitoring and evaluation framework to ensure smooth implementation of the identified gender interventions</p> <p>Sustain gender investments in Public Expenditure Management</p> <p>Gender Procurement</p> <p>Identify locally driven measures to recognize, reduce and redistribute burdens placed specifically on poor women</p> <p>Monitoring of gender sensitive enterprises against their work plans after closing deal for 2 years</p> <p>Monitoring of Cluster/Bundle against work plan and gender sensitive plans and budgets</p> <p>Provide technical assistance to integrate the gender interventions in the appropriate local level financial frameworks e.g. MTEF, AIP etc.</p> <p>Identify locally driven measures to lift institutional and legal barriers that restrict women's participation in local economy</p>	<p>\$20,000</p> <p>\$20,000</p> <p>\$25,000</p> <p>\$15,000</p> <p>\$20,000</p> <p>\$20,000</p> <p>\$100,000</p> <p>\$10,000</p> <p>\$8,000</p> <p>\$238,000</p> <p>\$10,000</p> <p>\$20,000</p>	<p>\$20,000</p> <p>\$10,000</p> <p>\$0</p> <p>\$15,000</p> <p>\$20,000</p> <p>\$20,000</p> <p>\$100,000</p> <p>\$10,000</p> <p>\$8,000</p> <p>\$183,000</p> <p>\$0</p> <p>\$20,000</p>	<p>\$20,000</p> <p>\$20,000</p> <p>\$25,000</p> <p>\$15,000</p> <p>\$20,000</p> <p>\$20,000</p> <p>\$100,000</p> <p>\$10,000</p> <p>\$8,000</p> <p>\$238,000</p> <p>\$10,000</p> <p>\$20,000</p>	<p>\$20,000</p> <p>\$10,000</p> <p>\$0</p> <p>\$15,000</p> <p>10000</p> <p>\$20,000</p> <p>\$20,000</p> <p>\$100,000</p> <p>\$10,000</p> <p>\$8,000</p> <p>\$185,000</p> <p>\$0</p> <p>\$0</p>	<p>\$80,000</p> <p>\$60,000</p> <p>\$50,000</p> <p>\$60,000</p> <p>\$50,000</p> <p>\$100,000</p> <p>\$420,000</p> <p>\$40,000</p> <p>\$24,000</p> <p>\$884,000</p> <p>\$40,000</p>
<p><b>Subtotal Output 3.2</b></p>									
<p><b>JP Output 3.3: Gender sensitive pipeline of investable projects established</b></p>	<p><b>UNDP SP Outcome 1:</b> Growth and development are inclusive and</p>	<p><b>Output 1.1:</b> National and sub-national systems and institutions enabled to achieve structural transformation of</p>	<p>UNDP and UNCDF</p>	<p>Develop gender sensitive methodology for gender sensitive structured project finance or cluster SME finance/Bundling</p>	<p>\$40,000</p> <p>\$20,000</p>	<p>\$20,000</p> <p>\$0</p>	<p>\$20,000</p> <p>\$10,000</p>	<p>\$185,000</p> <p>\$0</p>	<p>\$84,000</p> <p>\$40,000</p>







## 6. Management and Coordination Arrangements



### 6.1 The Global Steering Committee (GSC):

The Global Steering/Investment committee will be composed of: the Director of UNCDF Local Development Finance Practice; Director of UNDP Gender Team; Chief of UN Women Economic Empowerment Section, UNDP's Quality Assurer<sup>18</sup>, as well as a distinguished member from academia and private business investments expert. The IELD programme manager will function as the secretariat for the investment committee.

The committee will be responsible for 1) vetting the pipeline of investable projects in project target countries 2) endorse the Global and country AWP's 3) On quarterly basis, examine the project performance including programmatic actions and financial delivery, resource mobilization and progress 4) approve new country formulations and the distribution of programmatic functions and financials among the implementing partners 5) approve the resource mobilization strategy and provide feedback on harmonized partnership building 6) approve publications and joint statements 7) approve high level policy events and

<sup>18</sup> The Project Assurance role includes: 1) assurance that the project is consistent with Steering Committee Guidance; 2) attends Project Steering Committee meetings and reviews; 3) ensures the technical quality of the outputs through a review of products and deliverables

advocacy campaigns at the global levels 8) provide management oversight on the performance of the Programme Implementation team 9) approve donor reports and evaluation reports.

#### ***6.2 UN Technical Committee:***

The UN technical committee will be composed of the gender/economic advisors responsible for the development of the Global Programme as well as critical actors working on LED in other institutions that can add value and link with ongoing interventions. These include UN Women's economic empowerment advisor, Manager of UN Women's Knowledge Gateway/EmpowerWomen.org, UNCDF Local Development Finance Programme Manager, UNDP Gender Team Economic Empowerment Specialist.

#### ***6.3 Programme Implementation Unit (PIU):***

The IELD programme will be managed globally by a Programme Implementation Unit (PIU) based in New York. The PIU will be headed by a Global Programme Manager (PM). The PM will report on day-to-day basis to the Director of UNCDF LDF Practice as well as to the Global Steering and Investment Committee (GSIC) on the project progress and implementation.

The PIU will be comprised of two programme implementation and coordination specialists, one based at UN Women Economic Empowerment Section and the other at UNDP Gender Team; a knowledge management and reporting analyst under the UN Women's EmpowerWomen.org, a research analyst based at UNCDF and a programme associate.

The PM will work closely with the Technical Committee on all technical and programme implementation aspects; the PM will ensure that the technical committee is kept informed of progress, constraints, challenges and opportunities for strategic programmatic advice, the PM will also ensure that the GSIC is full informed on quarterly basis on all aspect of the project progress including programmatic and financial reporting. The PM will also develop a close relationship with UNCDF technical advisors in each country of interventions, as well as the financing instruments advisors supporting the implementation on the ground. The PM will provide direct support to UNDP and UN Women gender advisors/economists or other members in the country team in programme countries to ensure their leadership and support to the programme implementation and resource mobilization efforts.

#### ***6.4 Country Steering Committee:***

Each IELD programme country will have a Country Steering Committee (CSC), which will oversee the programme, consistent with UN rules and regulations. The CSC will consist of, and will not be limited to:

- The Coordinating/Executing Agency (for example, the ministry of finance)
- Other national implementing partners such as the prime minister's Office or ministries of local government; or other relevant ministries (ministry of local government, the gender-related affairs, and others)
- UNDP (represented by relevant UN Task-Team of the UN Development Assistance Framework and the Country advisory teams based in the Regional Service Centers)
- UNCDF (represented by the IELD Programme Manager and the relevant Regional Technical Advisor)
- Relevant country investment and business councils, and women's business/trade associations/networks/collectives, where applicable;
- Representatives of financial institutions and funds, where applicable;
- Association of local governments; and women's civil society group/NGOs;
- Chair of the donor group on decentralization and/or private sector development, where applicable.
- Critical actors working on local economic development in the institutions who could add value and are linked with the ongoing interventions

The CSC will provide oversight and strategic direction to the PIU:

- Advising on and approving programme strategy;
- Approving strategic and programmatic policies as they relate to funding allocations;
- Appraising and approving financial support to partners, where applicable;
- Approving annual work plans and budgets;
- Regularly reviewing programme reports and conducting annual project reviews;
- Contributing to the performance appraisal of the PIU;
- Reviewing and approving the terms of reference of all reviews and evaluations; and
- Delegate some of these responsibilities to the Programme Manager

### **6.5 Implementation Modality**

The choice of implementation modality assigns the policies and procedures to be followed when implementing UN programmes and projects. For the purpose of the IELD programme, the project will adopt the direct implementation modality (DIM). This is because the concept remains to be a new development concept, with new tools to be piloted, and where capacities will need to be developed.

**Direct Execution/Implementation (DEX/DIM):** This mode gives full responsibility to UNCDF/UNDP/UN Women for project implementation. Each entity will programme the funds and manage the activities specified in the Resources and Result Framework (RRF) in line with roles and responsibilities and the established rules and regulations of the implementing organizations. The administration of this programme shall be governed by UNDP/UNCDF's policies, rules and regulations, as stated in the undg Joint Programme Guidelines and UNCDF's Operations Manual (OM). However, it will be critical that UNCDF ensure full integration of all processes into both government and private sector processes.

The programme will conform to the Standard Basic Assistance Agreement (SBAA) between the host governments and participating UN organizations. The host country implementing agencies shall, for the purpose of the SBAA, refer to the government co-operating agency described in the agreement. In countries that have not yet signed an SBAA with UNCDF, the UNDP SBAA shall apply.

UNCDF will act as the Administrative agency for the funds received for this programme. UNDP, UN Women and UNCDF will act as the implementing partners for the activities as specified in the RRF. The administration of this programme shall be governed by UNDP/UNCDF's rules and procedures.

UNCDF will obtain an increasing number of LDC government signatures to this programme document to ensure government buy-in for the programme, and to facilitate the project's ability to encourage policy transformations in favor of women's economic empowerment.

## **7. Fund Management Arrangements**

The IELD programme will be financed through partnerships with bilateral donor agencies, multilateral organizations (multilateral banks and UN agencies) as well as private foundations, using a **Parallel Funding Modality**: The fund management modality will be parallel, which means a standard cost-sharing agreement will be signed by the donor and the participating organization(s).

**Pass-through modality** where joint programmes are multi-agency funding mechanisms designed to receive contributions from more than one contributor that are held in trust by the appointed Administrative Agent. Partner resources are co-mingled to fund programmes and projects implemented by participating UN organizations.



For this programme, a pass-through modality arrangement, through the UNDP Multi Partner Trust Fund, is the recommended funding mechanism, depending on the donors and their acceptance of the funding arrangement. Otherwise, parallel funding can be of alternative choice.

Programmatic and financial accountability rests with the participating UN organizations and (sub-) national partners that are managing their respective components of the global programme, or allocation from a Medium Term Development Framework. UNDP/UNCDF/UNWOMEN will programme the funds and manage its activities specified in the RRF and the common work plan agreed by participating organizations, in line with its established rules and regulations. The administration of this programme shall be governed by UNDP/UNCDF's policies, rules and regulations, as defined in the UNCDF OM.

## **8. Monitoring, Evaluation and Reporting**

The UNCDF Evaluation Policy sets out clear guidelines for project-level and broader thematic evaluations of UNCDF's work. The Policy sets out the following mandatory evaluation criteria for UNCDF, which are:

- At least one strategic or thematic assessment per year in response to corporate priorities;
- Mid-term or final evaluations of selected projects in critical areas of relevance to the two UNCDF practice areas of local development finance and inclusive finance;
- Project evaluations when required by a partnership protocol; and
- Participation in evaluations of joint programmes as required by approved joint programme documents.

In agreement with the three implementing agencies, IELD will follow the following actions to ensure proper monitoring, evaluation and reporting on results:

1. Quarter progress report to the GSIC: the PM is expected to produce programme implementation as well as financial progress briefings to the GSIC on quarterly basis. Such progress will ensure that activities and progress on implementation is properly followed;
2. Joint AWP for implementing partners: To ensure coherence and effective implementation, IELD will have a joint AWP for the three entities. Progress on implementing and assessing the success of the AWP will be part of the quarterly progress briefing for the GSIC;
3. Mid-term evaluation: the programme will conduct a midterm evaluation 3 years from the day of the official launch of the programme. The midterm evaluation will focus on the feasibility and practicality of the newly developed tools and the methodology;
4. Final evaluation of the inception phase: a final evaluation for the piloting phase (5 years from the launch of the programme) will be conducted. The objective of the final evaluation is to inform the full roll out of IELD globally;
5. Annual progress report: an annual progress report will be published to ensure effective collection of information, statistics, lessons learned and evaluation of progress and results, to disseminate the publications to donor countries and implementing partners. The report will also be used to influence policy dialogues and discussions at the local, national and global levels, as well as to further advocate for the programme and the Transformative Impact Financing approach;
6. Financial reporting: Financial reporting will be performed and submitted to the Programme manager on quarterly basis. A summary of financial reports and a brief narrative will be expected

from each implementing partner on quarterly basis. UNCDF LDFP programme manager will provide financial guidance on the financial reporting and the investment pipeline;

7. UNDP's results based management system will support the monitoring and reporting on IELD. The PM is the overall responsible member to ensure the accurate monitoring and reporting of the project in the RBM.

Expected results (outcomes and outputs)	Indicators (with baselines and indicative timeframes)	Means of verification	Collection methods (with indicative time frame and frequency)	Responsibilities	Risks and assumptions
<p>Outcome 1: Women have greater access to information and have better ability to develop effective business enterprises</p> <p>JP Output 1.1: Women entrepreneurs' capacities to establish productive partnerships with potential investors developed.</p>	<p>Baseline: To be established at country level</p> <p>Indicator 1: Number of productive partnerships between investors and women businesses increased.</p> <p>Indicator 2: Number of productive partnerships between public/private investors and women lead businesses established through empowerment.org</p> <p>Target: 10% increase on yearly basis</p> <p>Indicator 3: Number of productive partnerships between public/private investors and women led and gender sensitive businesses.</p> <p>Target: 10% increase on yearly basis</p> <p>Indicator 4: Number of productive partnerships established through business incubators and other mechanisms</p> <p>Target: 10% increase on yearly basis</p>	<p>Number of registrants in trainings at empower.org</p> <p>Number of financing agreements submitted to financing institutions</p>	<p>Review means of verification on an ongoing basis</p>	<p>UN Women with UNCDF</p>	<p>Assumption: Public/private investors are interested in developing partnerships/mentorships/relationships with women/gender sensitive businesses.</p> <p>Risks: Attracting highly interested qualified and successful investors and matching them with women led and gender sensitive businesses can be difficult.</p> <p>Mitigating factors: Attracting highly interested qualified and successful investors is difficult at the beginning, however, since this is a development priority at the country and local government level, the governments have motivation to push these partnerships through their business connections/partnerships.</p>
<p>JP Output 1.2: Women entrepreneurs' capacities developed through establishment of women business incubation centers</p>	<p>Baseline: To be established at country level</p> <p>Indicator: % increase in number of women businesses served by business incubators</p> <p>Target: 10% increase on yearly basis</p>	<p>Number of women businesses served by the incubator</p>	<p>Review means of verification on an ongoing basis</p>	<p>UN Women and UNCDF</p>	<p>Assumption: Business Incubators are at capacity to provide adequate capacity building and negotiation skills with domestic financing entities.</p> <p>Risks: Attracting highly qualified investment officers and business development staff is costly.</p> <p>Mitigating factors: Attracting highly qualified investment officers and business development staff is costly at the beginning, however, negotiations with the government counterparts to invest in the business incubators seems very plausible and welcomed in most</p>

						countries where initial discussion has taken place.
Outcome 2: Barriers to women's economic empowerment eliminated and enabling public and private policy and institutional environment created for women's local economic empowerment created						
JP Output 2.1: Develop strategies to address key national and local barriers to women's economic empowerment developed					Review means of verification on an ongoing basis	UNCDF/UNDP/UN Women
	<p>Baseline: To be established at country level</p> <p>Indicator 1: Country level frameworks and capacity needs developed Target: Country level frameworks and capacity needs developed in each programming country</p> <p>Indicator 3: Number of strategies, policy publications issued, training manuals published Target: Training manuals published for each programming country Target: Number of strategies, policy publications published for each country</p>	Country level frameworks				<p>Risk/Assumption: Government prioritize women's economic empowerment at both central and local levels (compatibility of national financial regulations with proposed mechanism).</p> <p>Mitigating factors: All partners will engage in intensive communication, lobbying and advocacy with national and local government partners will be the key to ensuring that women's economic is a development priority at the country and local levels when other issues, such as economic development will be competing for government attention and financing.</p>
JP Output 2.2: Capacities of policy makers at local and national levels enhanced through targeted capacity building initiatives					Review means of verification on an ongoing basis	UNCDF, UNDP and UN Women
	<p>Baseline: To be established at the country level</p> <p>Indicator 1: All key officers in each unit trained Target: Number of officers trained</p> <p>Baseline: To be established through country level LEA Indicator 2: % increase in women's representation and active engagement in community led planning and decision making Target: 10% increase each year</p>	<p>Training modules on gender and local economic development developed</p> <p>Certificates issued for participants of the trainings</p>				<p>Assumption: Capacity building initiatives for policy makers are conducted on regular basis.</p> <p>Risks: Capacity to absorb technical assistance at the local level.</p> <p>Mitigating factors: The scoping mission for each participating country will also assess local government capacities and establish a 'baseline' to determine the nature and type of capacity building activities required, so that each local government has capacity building activities which are tailored to their existing capacities and ability to absorb new information and practices.</p>

<p>Assumption: Absolute consent of national authorities (technical staff) and availability of local expertise.</p> <p>Risks: Lack of cooperation for some national and local governments after elections/change of regime, political conditions and instability impede field access.</p> <p>Mitigating factors: Build strong links with relevant public and private institutions, establish regular communications channels with national and local authorities, and develop a roster of experts ready to be deployed.</p>	<p>UNCDF and UN Women</p>	<p>Review means of verification on an ongoing basis</p>	<p>Assessment reports with recommendations of concrete programming approaches</p>	<p>Baseline 0 LEA tool and baseline defined</p> <p>Indicator: LEA assessments concluded for each country, clear directions identified and concrete initiatives defined</p> <p>Target (Year 1) 2 country LEA assessments conducted and concrete programming needs defined in these</p> <p>(Year 2) 1 country LEA assessment conducted and concrete programming needs defined</p> <p>(Year 3) 1 country LEA assessment conducted and concrete programming needs defined</p> <p>(Year 4) 1 country LEA assessment conducted and concrete programming needs defined</p> <p>(Year 5) 1 country LEA assessment conducted and concrete programming needs defined</p>	<p>Assessment reports with recommendations of concrete programming approaches</p>
<p>Outcome 3: Domestic financing unlocked and increased for gender sensitive local basic services and local economic development</p>					
<p>Assumption: LDF is gender sensitized in timely manner.</p> <p>Risks: As this Output and the related activities are performed by UNCDF and UNDP, we do not foresee any risk factors, as it is our best intention to roll out this programme.</p>	<p>UNCDF lead with UNDP and UN Women</p>	<p>Review means of verification on an ongoing basis</p>	<p>Review means of verification on an ongoing basis</p>	<p>Baseline: LDF not gender sensitive</p> <p>Indicator: Number of plans, budgets and investments that directly promote gender equality and address unpaid care work</p> <p>Target: Gender sensitive LDF developed and operational</p>	<p>JP Output 3.1: Local Development Fund (LDF) is gender sensitive</p>
<p>Assumption: Government work plans and budgets are approved in a timely manner.</p> <p>Risks: It is anticipated that most local government work plans and budgets will have approval delays, thus delaying implementation.</p>	<p>UNCDF lead with UNDP and UN Women</p>	<p>Review means of verification on an ongoing basis</p>	<p>Review means of verification on an ongoing basis</p>	<p>Baseline: To be established at the country level</p> <p>Indicator: Number of plans, budgets and investments that directly promote gender equality and address unpaid care work</p> <p>Target: To be established at the country level</p>	<p>JP Output 3.2: National plans, budgets, investments at country level are gender responsive and targeted to promote gender equality and reduce and redistribute unpaid care work</p>

<p>Mitigating factors: Improving capacity to ensure the approval process is done in a timely manner is one of the targets of the programme and will be a focus of the country-based technical advisors.</p>				<p>JP Output 3.3: Gender sensitive pipeline of investable projects established</p>	<p>Baseline: To be established at the country level Indicator 1: % increase in domestic capital Target: To be established at the country level Indicator 2: % increase in net local fiscal space Target: To be established at the country level Indicator 3: % increase in fixed capital formation Target: To be established at the country level</p>	<p>Assumption: Expectations of central and local governments are realistic in terms of seeing tangible results and impacts.</p> <p>Risks: Increased pressure by local and national governments on the country offices for immediate results.</p> <p>Mitigating factors: Country-based technical advisors will be in continual communication with central and local government officials on the process, as well as helping to manage the expectations on realistic timelines, before results and change are tangible.</p>	<p>UNCDF with UNDP and UN Women</p>	<p>Review means of verification on an ongoing basis</p>			
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## 9. Legal Context

The IELD Global Programme shall have a legal basis in formal agreements between the principal UN agencies involved and host country governments:

Participating UN organization	Agreement
UNCDF	This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement (SBAA) between the host country government and UNCDF. The host country implementing agencies shall, for the purpose of the SBAA, refer to the Government co-operating agency described in the SBAA. All implementing agencies will obtain a minimum of two governmental signatures to this Joint Programme Document. In countries that have not yet signed an SBAA with UNCDF, the UNDP SBAA shall apply.
UNDP	This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement (SBAA) between the host country government and UNDP. The host country implementing agencies shall, for the purpose of the SBAA, refer to the Government co-operating agency described in the SBAA. All implementing agencies will obtain a minimum of two governmental signatures to this Joint Programme Document.
UN Women	This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement (SBAA) between the host country government and UN Women. The host country implementing agencies shall, for the purpose of the SBAA, refer to the Government co-operating agency described in the SBAA. All implementing agencies will obtain a minimum of two governmental signatures to this Joint Programme Document. In countries that have not yet signed an SBAA with UNCDF, the UNDP SBAA shall apply.

The Implementing Partners/Executing Agency<sup>19</sup> agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by participating UN organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Joint Programme Document.

<sup>19</sup> The Executing Agency is used in cases where UNDP is operating in countries with no signed Country Programme Action Plans.

2016 Work Plan

JP Outcome										
UN organization-specific Annual targets	UN organization	Activities	Time Frame				Implementing Partner	Source of Funds	PLANNED BUDGET	
			Q1	Q2	Q3	Q4			Budget description	Amount
JP Output 1.1: Women entrepreneurs' capacities to establish productive partnerships with potential investors developed										
	UNDP UN WOMEN	Training materials for gender sensitive enterprises and women entrepreneurs developed		X	X		UNDP/UN Women	UNCDF Luxembourg	International consultant	40,000
									Communication and Publication	5,000
JP Output 1.2: Women entrepreneurs' capacities developed through establishment of women business incubation centers										
	UNCDF UN WOMEN	Establishment of women business incubator	X				UNCDF UN WOMEN	UNCDF SIDA PFIS 1*	Travel Workshop International consultant National consultant Communication and publications	15,000 15,000 20,000 30,000 10,000
	UNCDF UN WOMEN	Capacity building to enterprises under SME Cluster Finance/Bundle delivered Establish women business incubators	X	X			UNCDF UN WOMEN	UNCDF Luxembourg	Travel Workshop International consultant National consultant Communication and publications	11,000 10,000 25,000 20,000 3,992
JP Output 2.1 Strategies to address key national and local barriers to women's economic empowerment developed										
	UNCDF UNDP UN WOMEN	Develop country level frameworks and identify interventions	X	X			UNCDF UNDP UN WOMEN	UNCDF SIDA PFIS 1*	Travel International consultant Publications	10,000 10,000 1,000
	UNDP		X	X			UNDP		International consultant	5,000



UN WOMEN	Identify major bottlenecks that hinder women's participation in local economy with community participation and develop policy and institutional recommendations to foster women's economic advancement							UN WOMEN	UNCDF Luxembourg	National consultant	5,000
JP Output 2.2 Capacities of policy makers at local and national levels enhanced through targeted capacity building initiatives											
UNDP	Mapping of national socio-economic policy and institutional context	X	X					UNDP	UNCDF Luxembourg	National consultant	10,000
UNCDF UN WOMEN	Design a gender sensitive Local Economic Assessment	X						UNCDF UN WOMEN	UNCDF SIDA PFIS 1*	International consultant National Consultant Publications	20,000 5,000 2,000
UNCDF UN WOMEN	Applying the LEA tool with a gender lens: 2 countries year 1		X	X				UNCDF UN WOMEN	UNCDF SIDA PFIS 1*	Travel International consultant National consultant Communications and Publications	9,820 30,000 30,000 1,081
UNDP UNCDF	Establishing a gender sensitive local economic baseline in selective localities		X					UNDP UNCDF	UNCDF Luxembourg	Travel National consultant	10,000 15,000
UNCDF UN WOMEN	Analyze LEA from a gender perspective and identify entry points	X						UNCDF UN WOMEN	UNCDF Luxembourg	International consultant National consultant	5,000 5,035
UNDP	Provide capacity building programme to national counterparts on gender and						X	UNDP	UNCDF Luxembourg	Travel Workshop	10,000 5,000

		economic policy management, local economic development and sector growth								International consultant	15,000
	UNCDF UN WOMEN	Develop training modules to local authorities on gender responsive local economic development		X				UNCDF UN WOMEN	UNCDF SIDA PFIS 1*	International consultant	30,000
	UNDP	Tailor made capacity building modules for national counterparts	X		X			UNDP		Communication and Publication	5,000
JP Output 3.1: Local development fund is gender sensitive											
	UNDP UNCDF	Develop gender sensitive Local Development Fund guidelines	X					UNDP UNCDF	UNCDF SIDA PFIS 1*	Workshop	4,500
	UNDP UNCDF	Develop gender sensitive methodology and guide for project finance	X					UNDP UNCDF	UNCDF Core	International consultant	15,000
	UNDP UNCDF	Develop a baseline for transformative impact	X					UNDP UNCDF	UNCDF Luxembourg	Publications	2,000
										International consultant	17,000
										Publications	2,991.50
	UNDP UNCDF	Develop a baseline for transformative impact	X					UNDP UNCDF	UNCDF Luxembourg	Travel	5,000
										National consultant	20,000
JP Output 3.3: Gender sensitive pipeline of investable projects established											
	UNCDF UNDP UN WOMEN	Criteria and methodology of gender sensitive pipeline of investable projects developed	X	X				UNCDF UNDP UN WOMEN	UNCDF Luxembourg	Workshop	10,000
	UNDP UNCDF	Develop gender sensitive methodology for gender sensitive structured project	X		X			UNDP UNCDF	UNCDF Luxembourg	International consultant	10,000
										Travel	15,000
										Workshop	5,000
										International consultant	20,000

		finance or cluster SME finance/bundling								National consultant	20,000
	UNCDF	Deliver a capacity building programme to domestic banks on risk mitigation and gender equality		X					UNCDF	UNCDF Luxembourg	2,000
	UNCDF	Identify cluster of women SMEs, gender sensitive enterprises and identify pipeline of eligible projects	X						UNCDF UNDP UN WOMEN	UNCDF SIDA PFIS 1*	5,000
	UNCDF	Conduct a capacity building programme to financing institutions		X					UNCDF	UNCDF Core	5,000
										UNCDF Core	4,500
										UNCDF Core	6,000
										National consultant	40,000
										Travel	5,000
										Workshop	5,000
										International consultant	10,000
										National consultant	5,000
<b>Programme management</b>											
	UNCDF UNDP UN WOMEN	Resource mobilization and the global launch of programme	X	X	X				UNCDF UNDP UN WOMEN	UNCDF SIDA PFIS 1*	50,000
	UNCDF UN WOMEN	Empowerment.org iLearn app, business hub and IELD web materials	X	X					UNCDF UN WOMEN	UNCDF SIDA PFIS 1*	10,000
		Project manager								Communications and publication	2,000
		Programme coordinator								International consultant	30,000
		Research Analyst								FTA Staff	200,000
		Country Team 1	X							FTA/Temp International consultant	40,000
		Country Team 2								FTA Staff	80,000
										National staff/temp consultants	90,000
										National staff/temp consultants	90,000
		<b>Total UNCDF CORE</b>									408,000
		<b>Total SIDA PFIS 1*</b>									394,901

