

United Nations Development Programme
Regional Bureau for Africa
Project Document



Project Title: Building an Enabling Environment for Women's Economic Empowerment & Political Participation in Africa

UNDP Strategic Outcomes: **MDGs Achievement:** Strengthening institutions that facilitate the empowerment of women; Support to trade integration that benefits the poor; and Growing small enterprises
Fostering Democratic Governance: women's participation, representation and leadership in public and private institutions.

RBA Regional Programme Outcome(s):

1.1 **Poverty and MDGs:** Regional, sub-regional and national strategies for higher levels of pro-poor growth, and the reduction of gender inequalities formulated and implemented
2.1 **Governance:** Enhanced political participation and management of elections

Regional Programme Outputs:

1.1.1 Strengthened capacities of key regional and national stakeholders for formulating pro-poor growth and accountability strategies
1.1.3 Gender responsive growth strategies integrated into national growth strategies
2.1.1 Enhanced national and regional institutional capacities and process for democratic governance, including capacities of CSO, women and non-state actors to effectively organize, conduct and monitor elections

Expected Regional Project Outcomes & Output(s):

By 2016, African Union and RECs have enhanced capacity to support gender responsive agricultural investment

1. Number of legislations implemented guarantying land ownership to women,
2. Number of women receiving agro-loans,
3. Proportion of women farmers insured,
4. Number of types of insurance targeting women farmers. (baseline and targets to be determined, data sources to be identified)

By 2016, Women and youth entrepreneurs have improved skills, access to financing and business development services

1. Proportion of SMEs owned by women and young women with access to business development services,
2. Proportion of resources allocated to women by FIs ((baseline and targets to be determined, data sources to be identified)

By 2016, Increased representation of women in elected political /leadership positions as well as in public boards, tribunals and commissions at the regional level

1. Proportion of women in elected positions at regional and national level,
2. Share of women in parliament,
3. Proportion of public board positions occupied by women (Baselines: 20.2% share of women in Parliament in SSA, 8/48 SSA parliaments have achieved 30% share, Targets: 25% share of women in parliament; 48 out of 66 countries achieve 30%; 20/48 countries have female heads of parliament)#

By 2016, Enhanced integration of gender equality in institutional planning, budgeting and monitoring processes at regional level (AU, RECs).

1. Proportion of institutional plans, budgets & monitoring systems that integrate gender equality (baseline and targets to be determined, data sources to be identified)

Implementing Agency:
Responsible Parties:

UNDP Regional Service Centre
African Union Commission (AUC Gender Unit and Sector Departments)
Regional Economic Communities, UN Women, UNECA, UNCDF, ITU
UNCTAD, FAO, IFAD



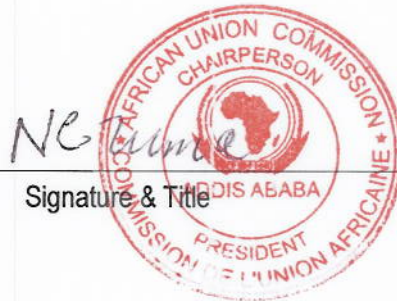
Brief Description

In line with AU's African Women's Decade (2010-2020), UNDP's Strategic Plan and Gender Equality Strategy, and responding to Africa's development priorities and emerging challenges, this project aims to test new modalities and fast-tracking implementation of prioritized support to women's economic and political empowerment including (a) youth and women's participation and representation at all levels; (b) improving women's economic empowerment – women in business; (c) improving women's productivity – women in agriculture; and (d) integrating gender analysis and its related results in institutional plans, budgets and monitoring systems. UNDP will support AU, Regional Economic Communities and member states to enhance agricultural productivity and profitability of women owned agricultural enterprises by upscaling innovative mechanisms for access to information on production, processing and marketing, access to insurance and credit services and women's access to agricultural assets including land. The project will also address enhancing women's access to knowledge and skills in order to promote the production of export quality products and access to regional markets. UNDP will also support women's leadership and representation in public boards and tribunals through strengthening support networks and working to change perception on women in leadership and decision making. Finally, UNDP will support institutional capacity development and knowledge management to enhance the integration of gender equality and its intended results in planning, budgeting and monitoring and evaluation at the regional, sub-regional and sector levels

Project Period:	2013 – 2016
Key Result Area (Strategic Plan)	MDGs Achievement & Democratic Governance
Atlas Award ID:	_____
Start date:	January 2013
End Date	December 2015
PAC Meeting Date	28 February 2013

Total resources required	USD 12,000,000
Total allocated resources:	_____
• Regular	USD 6,000,000
• Other:	
o Donor	_____
o Donor	_____
o Donor	_____
o Government	_____
Unfunded budget:	USD 6,000,000
In-kind Contributions	_____

Agreed by (African Union Commission):



Signature & Title

10/04/2013

Date

Agreed by (UNDP):



Tegegnework Gettu
Tegegnework Gettu,
Assistant Secretary-General
And Regional Director,
Regional Bureau for Africa

10/04/2013

Date

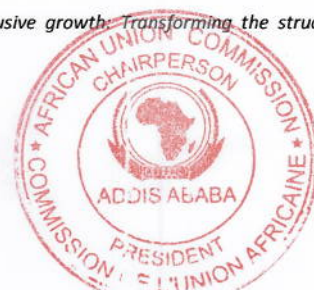
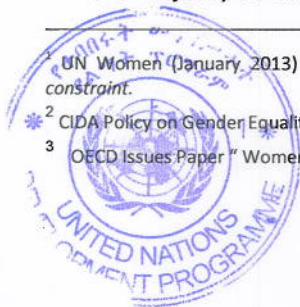
I. SITUATION ANALYSIS

1. UNDP coordinates global and national efforts to promote gender equality and women's empowerment as a pathway to achieving the MDGs. Women's empowerment as entrenched in the CEDAW, the Beijing Platform for Action (BPFA) and the MDGs, is grounded in women and girl's fundamental right to (1) equal participation to decision making in shaping the sustainable development, (2) full enjoyment of all human rights, including reproductive rights and protection against gender based violence, and (3) access to and control over the economic resources and benefits of development. Empowerment has cultural, economic and political dimensions and implications, and they are mutually dependent. Addressing gender inequalities implies going beyond traditional interventions which tend to respond to women and girls' practical needs without necessarily transforming¹ the structures of constraints that perpetuate gender based inequalities. Empowering women and girls combines addressing both their practical and strategic needs, while placing them at the center of action and enabling them to be active agents of change of their own lives. Empowering is not only about "what" to do for women and girls, but also "how" to enable women and girls to become aware of unequal² power relations, gain control over their lives and acquire a greater voice to overcome inequality in their home, workplace and community.
2. AU's Agenda for African Women's Decade (2010-2020) is based on ten priority themes that aim to empower women and girls across Africa. They include the following four themes selected to inform the project's outcomes: *Fighting Poverty and Promoting Economic Empowerment of Women and Entrepreneurship* (theme 1); *Agriculture and Food Security* (theme 2), *Finance and Gender Budgeting* (theme 8); and *Women in Decision-Making Positions* (theme 9). There is international consensus that women's economic empowerment is a prerequisite³ for sustainable development, pro-poor growth and the achievement of all the MDGs. The AU agenda for African Women's Decade fully endorses the strategic objectives and actions for BPFA, particularly the need for adopting macroeconomic policies that eradicate women's poverty and ensuring women's equal rights and access to economic resources and opportunities such as land, financial services, education, technology, employment, marketing facilities and trade. It also addresses specific measures to ensure women's equal participation and representation in decision-making and gender responsive institutions including generating sex-disaggregated data and gender sensitive analysis to inform planning, monitoring and evaluation.
3. The project's four components, namely women in agriculture, women in business, women's political participation and the institutionalization of gender equality as a principle of equitable and inclusive development, were determined by the interdependency of women's economic empowerment, women's leadership and political participation, and the ability of Member States and Regional institutions to apply gender responsive planning and resource allocation, while demonstrating accountability for gender equality results. Progress continues to be made at regional level towards achieving international goals and targets related to gender equality and women's empowerment in Africa. Notable improvements have been realized in gender parity in primary schools and parliamentary seats held by women. However, analyzed from the UNDP's Gender Inequality Index (GII) which looks at 3 key dimensions namely labor market, empowerment and reproduction health; more needs to be done to achieve gender equality at all levels in society and this requires focus and action in critical areas – these include building a socioeconomic enabling environment for women, investing in professional and education skills for women and girls, and empowering women in economic structures to increasing their representation and participation in political and leadership positions. The percentage of female national parliamentarians remains low. The share of women engaged in agriculture is high, yet unequal rights and obligations in the family, lack of financial resources, lack of property and land rights, lack of control over economic resources and limited decision-making over factors of production hinder women's potential. In the informal sector the majority of women work at lower level with poor skills and lack financial means to develop their

¹ UN Women (January 2013) Naila Kabeer and all, *Paid work, women's empowerment and inclusive growth: Transforming the structure of constraint*.

² CIDA Policy on Gender Equality

³ OECD Issues Paper "Women's Economic Empowerment" (April 2011)



businesses. Their earning basically goes to family consuming and not to saving. Cultural barriers to women's progress in education and employment, inequitable inheritance practices, early marriage and violence against women highlights the need for sustained advances in cultural transformation aimed at addressing the negative perceptions within the society on gender equality and women's empowerment. At the institutional level, women's contribution is not yet captured into the macroeconomic aggregates.

The promotion of gender equality and women's empowerment are key to the underlying principles of UNDP's Strategic Plan. The Regional Bureau for Africa (RBA) covering forty-six countries in Sub-Saharan Africa⁴ supported development through the third regional programme for Africa 2008-2011. *Women's Empowerment and Gender Equality in Africa*⁵ is a component of the regional programme which aimed to enhance capacities for formulating and implementing gender-sensitive MDG-based policies and strategies, gender mainstreaming, and women's economic political empowerment.⁵ Following an evaluation of the regional programme and discussions held between the AU Chairperson and the UNDP Administrator in 2012, RBA is proposing a new regional gender project on *'Building an Enabling Environment for Women's Economic Empowerment and Political Participation in Africa'*. The project aims to catalyze regional processes that will have a high impact on the goal of accelerating implementation of commitments to gender equality and women's empowerment. In line with AU's African Women's Decade (2010-2020), UNDP Gender Strategic Plan, and responding to Africa's development priorities and emerging challenges, the proposed project provides mechanisms for stimulating greater collaboration on gender equality at the regional level. It also offers opportunity for testing new modalities and fast-tracking implementation of prioritized support to women's economic and political empowerment. The main beneficiary of this regional project will be the African Union, Regional Economic Communities and Member States. It will be implemented by RBA in cooperation with other UN Agencies and in close collaboration with UN Women.

Women and Female Youth's Economic Empowerment

1. More than 168 million women play an active part in the economies of sub-Saharan Africa, and their influence on economic development and growth is growing tremendously.⁶ African women run just under half of the continent's small and medium businesses and are increasingly getting engaged in formal business enterprises. They produce more than 80% of the continent's food, while traditionally dominating the fields of food processing and marketing.⁷ Despite their influence, women still lack adequate policies to protect and support the growth of their businesses and sustain them.⁸
2. Some of the direct and underlying challenges to women's economic empowerment in agriculture encompass restricted access to productive resources including land, agricultural inputs and limited access to information; while in business they lack access to supportive trade environment. In most countries of the region, women are virtually absent from or are poorly represented in economic decision-making positions, and this directly impact on women's and men's equality at the individual and family levels as well as in society as a whole.
3. Despite agriculture being the largest sector in most sub-Saharan economies and farming being the primary source of employment and food security for most Africans⁹, agriculture often holds little appeal for young people who see it as low-status livelihood hence the need to make it socially and economically more attractive to them.¹⁰ Furthermore, young women are 'invisible' in the African development agenda since they are targeted neither as women nor as youth. Programmes targeting the youth often do not take into considerations their gender differences, while cultural barriers continue to adversely affect the advancement of girls and young women. The female youth are

⁴ Regional Bureau for Arab States covers 7 North Africa countries

⁵ UNDP - RBA Regional. Regional Project for Gender Equality and Women's Empowerment in Africa.

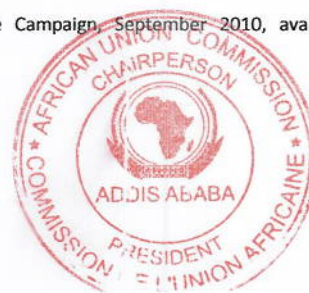
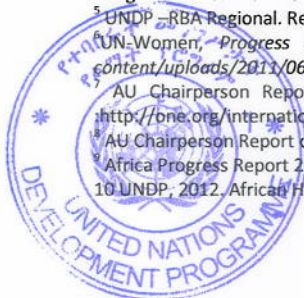
⁶ UN-Women, *Progress of the World's Women Fact Sheet: Sub-Saharan Africa 2011*, available at: <http://progress.unwomen.org/wp-content/uploads/2011/06/EN-Factsheet-ssa-Progress-of-the-Worlds-Women.pdf>.

⁷ AU Chairperson Report on SDGFA, January 2012 quote *Africa Future is Female*, The One Campaign, September 2010, available at <http://one.org/international/reports/africas future/index.html>

⁸ AU Chairperson Report on SDGFA, January 2012.

⁹ Africa Progress Report 2012: Jobs, Justice and Equity

¹⁰ UNDP, 2012. African Human Development Report 2012: Towards a Food Secure Future.



marginalized due to early marriages; gender based violence; lack of inheritance rights, lack opportunities for educations and skills training; and limited access to resources. Consequently, young women continue to be socially and economically excluded from effectively participating in society.

4. Accelerating women's economic empowerment is recognized as an essential strategy in not only closing a critical gender gap, but improving household well-being and achieving MDG targets. As the 2012 World Development Report by the World Bank states, "gender equality is smart economics". Approaching women's economic empowerment from the perspective of the high returns of investing doesn't mean endorsing an instrumentalist approach. It focuses on the need to transform structural barriers that discriminate against women and girls and restrict their potential to effectively contribute to economic growth. The question is not to oppose the two approaches of engendering economic growth, namely "what economic growth brings to women" - as compared to - "what women bring to economic growth". They are mutually supportive rather than mutually exclusive¹¹. As such, economic growth can be a driver of gender equality if "what¹² grow are gender equitable production systems". Increase in the wealth of women often translate into improved development outcomes at household level as women use savings on education, health- care and nutrition.¹³ Empowering women is therefore an efficient way of reducing poverty and achieving economic growth, but beyond this, it must remain a central policy priority simply because women's rights are human rights and deserve to be promoted for that reason alone.¹⁴ Given that African governments have endorsed the AU Solemn Declaration on Gender Equality, and ratified CEDAW and the Protocol to African Charter on Human Rights and Peoples' Rights on the rights of Women, still much work need to be done in turning these rights into reality.¹⁵
5. *To succeed and advance economically*,¹⁶ women need skills and resources to compete in markets, as well as fair and equal access to economic institutions. *To have the power and agency*¹⁷ *to benefit from economic activities*, women need to have the ability to make and act on decisions and control resources and profits.¹⁸ During the implementation of this project, it will be of central importance to address the underlying factors that contribute to women's economic disempowerment. That is identifying resources needed to provide the building blocks for women to draw from, to succeed economically or exercise their power and agency. These will include: *human capital* (e.g. education, skills, training); *financial capital* (e.g. loans, saving); *social capital* (e.g. networks, mentors) and *physical capital* (e.g. land, machinery). By the same token norms (e.g. barring women from participating in public spaces, holding certain types of jobs, or managing money) and institutions (e.g. legal, policy structures, economic systems, market structures, and inheritance and education systems) have to be addressed in order to achieve women's economic empowerment.

11 OECD Issues Paper: "Women's Economic Empowerment" (April 2011)

12 Diana Elson "Can Economic Growth Support Gender Equality and Environmental Sustainability?", in *Powerful Synergies* (UNDP 2012)

13 FAO, *Women Agriculture and Food Security*. Fact Sheet

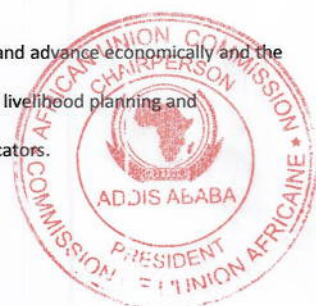
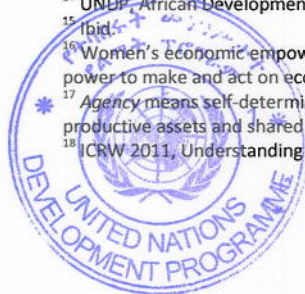
14 UNDP, *African Development Report*

15 *Ibid.*

16 Women's economic empowerment is often conceptualized as 'when a woman has both the ability to succeed and advance economically and the power to make and act on economic decisions'

17 Agency means self-determination, meaningful choices, and equal decision-making power in the household over livelihood planning and productive assets and shared contributions to expenditure decisions.

18 ICRW 2011, *Understanding and Measuring Women's Economic Empowerment- Definition, Framework and Indicators*.



Women in Agriculture

6. Women farmers are the pillars of African agriculture. Millions of women in sub-Saharan Africa work as farmers, farm labourers and natural resource managers, contributing to national agricultural output, family food security and environmental sustainability.¹⁹ Women also process, sell, buy and prepare food for their families.²⁰ Yet as guardians of food security, they are still marginalized in agricultural marketing and business relations while most of their time is traditionally diverted to activities which are non-marketed and undervalued.²¹ Furthermore, women have minimal control over access to resources especially land and agricultural services. Generally most Africans still live under customary tenure based on community and kinship. Some customs dictate that women's rights to land come through their relationship with men, even when the law protects these rights.²² Women are also disempowered than men in access, use and control over land. Whether land transactions are governed by informal systems or legal means, women and poor people are most at risk for forfeiting their land rights from injustices related to arbitrary management of land. According to the African Human Development Report, when smallholder farmers, most of them women have secure land rights , efficiency as well as social justice is advanced; social equity and agricultural productivity is enhanced; and agricultural value chains is improved thereby, impacting on growth across the economy.²³ Evidence from FAO's 2011 Report²⁴ states that "if women had the same access to productive resources as men, they could increase yields on their farms by 30 percent". The agricultural sector in the continent is underperforming, in part because women do not have access to resources and opportunities they need to be more productive. The issue of land rights therefore is crucial to ensuring the future of the continent, especially when African women, despite farming and producing most of the food, only own roughly 1% of such land.²⁵ The gender gap in control over land therefore imposes real cost in society in terms of lost agricultural output, food security and economic growth in the continent.²⁶
7. Empirical evidence show what women face in agriculture compared with their male counterparts: women operate smaller farms; keep fewer livestock, typically of smaller breeds and earn less from the livestock they do own; have greater overall workload that includes a heavy burden of low productivity activities like fetching water and firewood; have less education and less access to agricultural information and extension services; use less credit and other financial services; are much less likely to purchase inputs such as fertilizers, improved seeds and mechanical equipment; and if employed are more likely to be in part-time, seasonal and low- paying jobs.²⁷
8. Women in agriculture increasingly supply national and international markets with traditional high-value placed food produce. However, women farmers and entrepreneurs face gender specific disadvantages – these include lower mobility, less access to training and less access to farm and market information. Women farmers frequently lose income and control as a product moves from the farm to the market, and they find it harder than men to carve out new roles in value chains. Indeed, men often take over production and marketing-even of traditional 'women's crops'- when it becomes financially lucrative to do so. Most market players are men and boys since women tend to have lower numeracy and literacy skills and this stops them from bargaining properly. Distance to markets, poor road infrastructure and cultural norms and values also prevent women from travelling in search of better markets for their crops and livestock outside their communities.²⁸ These disadvantages reduce women's effectiveness as actors in value chains, as well as reducing overall agricultural and market

¹⁹ UNDP, African Development Report

²⁰ Women Farmers: Voiceless Pillars of Africa Agriculture: Article by FANRPAN in Partnership with Farming First in celebration of the International Women's Day March 8, 2011. <http://www.nepad.org/fr/foodsecurity/news/2013/women-farmers-voice>

²¹ World Bank, World Development Report 2012: Gender Equality and Development.

²² African Development Report

²³ Ibid.

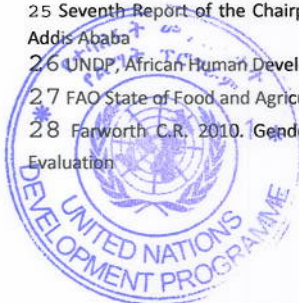
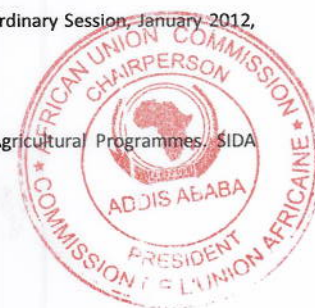
²⁴ FAO 2011, The State of food and Agriculture : Women in Agriculture, Closing the Gender Gap for Development.

²⁵ Seventh Report of the Chairperson on the Implementation of the AU –SDGEA. Executive Council- Twentieth Ordinary Session, January 2012, Addis Ababa

²⁶ UNDP, African Human Development Report 2012, p49.

²⁷ FAO State of Food and Agriculture

²⁸ Farworth C.R. 2010. Gender Aware Approaches in Agricultural Programmes. A Study of Sida-supported Agricultural Programmes. SIDA Evaluation



effectiveness. This project therefore is fundamentally about 'farming as a business' and build on already existing initiatives to improve women's performance as market actors especially those that have been enabling women to capture a larger slice of the market revenue. i.e. encouraging women to take new roles in the agricultural marketing chain; women processing the primary product and directly marketing it without using 'middlemen'.

9. At the heart of this problem lies the need for political will in recognizing the critical role that women farmers play in ensuring household food security and to strengthen women farmers' ability to advocate for appropriate agricultural policies and programmes. Renewed focus on women and agriculture as a means of ending poverty presents an excellent opportunity for a paradigm shift. The Comprehensive African Agriculture Development Programme (CAADP) the new vision for African agriculture, focuses on investment in fundamental mutually reinforcing four "pillars" that can make the earliest difference and immediate improvement to Africa's agricultural crisis namely: Land and water management; rural infrastructure and trade related capacities for improved market access, increasing food supply and reducing hunger; and agricultural research, technology dissemination and adoption. A close assessment of CAADP policy framework reveals that there is currently a lack of analysis of the specific needs of women and smallholders, as well as mechanisms for meeting their needs. At the same time gender is not treated as cutting across the four 'pillars' while there is no organization within CAADP structure responsible for championing the needs of women farmers.²⁹ Major opportunities to close the gender gap in agriculture arise in the course of agriculture projects. This calls for CAADP to apply gender analysis and address gender gaps. It is also critical to develop gender indicators to monitor progress in closing the gender gaps in the implementation of the various aspects of CAADP programmes.

Women in Business

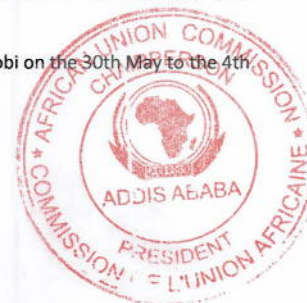
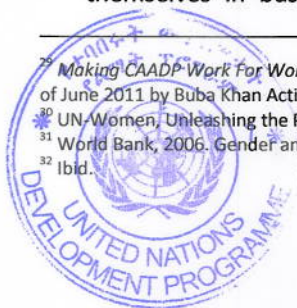
10. Within the context of many African economies diversifying from agriculture to increasingly industry-led development, entrepreneurship among women is increasing. African women are increasingly driving informal cross-border trading throughout Africa, where 70% of traders are women.³⁰ However, for women to increasingly contribute to the economy, the profitability of their business endeavors needs to be strengthened so that they are able to transform their engagement from petty trade and micro-enterprises to small-and medium scale enterprises that in turn would increase incomes and create employment.
11. Women in the business sector face many challenges. Barriers to formalization of businesses (e.g. array of legal procedures such as business registration requiring different kinds of documents from different agencies) appear to have disproportionately affected women's entrepreneurs, in some cases creating absolute barriers to their ability to formalize their businesses. Female owned enterprises are less likely to register their businesses, and they perceive tax rates and customs as greater constraints to business growth compared to men.³¹ Discriminative practices in the inheritance and ownership of land and other properties pose fundamental constraints to women entrepreneurs, especially as they restrict their access to formal financing mechanism.
12. Access to finance is rated as the single-biggest constraint that is preventing women from growing their businesses.³² Even though, microfinance is a great poverty reduction tool, it offers only limited support for women who wish to grow their enterprises beyond the micro level. Women business owners who have grown the maximum from micro-finance institutions have great difficulties obtaining loans from commercial banks. Gender-based discriminatory barriers associated with, financial resources, and business-related services pose serious problems for women entrepreneurs. For instance, because women rarely have fixed assets, which are important for use as collateral in accessing financial services in the formal banking sector, their main recourse has been micro-credit institutions as well as private informal sources such as, money lenders and family members, most of which tend to be unsustainable and detrimental to their economic advancement. Such considerations point to the need for women to organize themselves in business and trade associations for collective action to circumvent or challenge the

²⁹ Making CAADP Work For Women Farmers. Presented at the African Women's Land Rights Conference Held in Nairobi on the 30th May to the 4th of June 2011 by Buba Khan ActionAid Regional Right to Food coordinator-Africa - ACTIONAID

³⁰ UN-Women, Unleashing the Potential of Women Informal Cross-Border Traders to Transform Intra-African Trade

³¹ World Bank, 2006. Gender and Economic Growth in Kenya, Uganda, Tanzania- Unleashing the Power of Women

³² Ibid.



discriminatory barriers they currently face. At present, many entrepreneurs are isolated in micro-businesses and do not belong to the larger networks, such as chambers of commerce, which themselves tend to be male dominated and discriminatory³³.

13. Although accessible justice system is vital for business operations (e.g. enforcing contracts, settling employment disputes and providing sound foundation for collateral-based lending) women face particular obstacles when accessing justice. Generally women entrepreneurs lack information about their legal rights and access to mechanisms to enforce them. In cross-boarder trade, evidence indicates that women face harassment and sexual exploitation by border officials seeking bribes combined with the fact that traders cannot access needed information.³⁴ International trade has had a significant impact on gender equality in private sector development, particularly for export industry, where the majority of employees are women; however factors such as outdated labour laws, as well as discrimination, lower skills, and gender inequalities in access to resources have affected women's ability to fully benefit from the opportunities of increased trade.
14. Property ownership is a key issue for women in business and access to finance a major problem. The group/loan mechanism in microfinance helps mitigate the property ownership/collateral issues faced by women. More women are needed in the financial sector, especial in banking. There is huge need for capacity building in corporate governance and basic business skills (i.e. business planning, finance, tax and audit issues). The need for training of women is especially acute, as they are likely to have role models, be encouraged to go into business, have much education as men, or take risk if they do not know what the outcome is likely to be. The mindset of the general public, girls and women themselves need to be changed about women's ability to run and expand successful business.³⁵ Women need to be connected with other business women across the continent, in order to understand potential new markets and make their right contacts. Putting in place, marketing information systems (MIS) will help synchronize information, help solve issues of trade, customs and price information. ICTs are therefore important for women in cross-border and regional trade.³⁶ Building trade capacity, understanding the opportunities, the context of regional and international trade agreements and the practicalities of export and how to access markets and develop networks is key to women entrepreneurs with medium and larger businesses. The RECs need to help women entrepreneurs who are ready to expand their businesses and create more jobs. Women's voices need to be heard in National Chambers of Commerce to the continental level i.e. African Chamber of Commerce ensuring that women's view are taken into account in trade –policy making and development.

African Women's Political Participation and Leadership

15. Women in power and decision-making is integral to the strategic objectives of the BPFA and the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa which calls upon all State Parties to take specific positive action to promote participative governance and the equal participation of women in the political life of their countries. It is widely recognized that women's equal participation in decision-making is a necessary condition for women's interests to be taken into account and for women's perspectives to be incorporated into policies and programs. It is also recognized that low levels of women's representation in social, economic and political decision-making structures have a negative effect on women's ability to derive full benefit from the economies and the democratization processes of their countries. While the BPFA and the UNSCR 1325 target a minimum 30% for women seats in Assemblies and Parliaments, the AU *Solemn Declaration on Gender Equality* commits to a "Gender Parity Principle" with a target of 50% of female representation in all AU organs, RECs, National governments, Parliaments and Judiciaries. Women's participation goes beyond political visibility to changing³⁷ gender relations in community, national and regional decision-making structures. Women's participation also goes beyond the political arena to include women's equal

³³ UNDP, Women Entrepreneurship in International Trade: /Access to international markets.

³⁴ AU Chairpersons Report on SDGEA, 2012

³⁵ Gender and Economic Growth in Kenya, Uganda, Tanzania- Unleashing the Power of Women

³⁶ ICTs for Regional Trade and Integrations in Africa. Transforming Africa.

³⁷ Nduwimana F, *Implementing the UNSCR 1325 in Africa*, OSAGI (2009)



participation in the labor force and private sector institutions such as Business Councils and Chambers of Commerce.

16. African women continue to demonstrate considerable leadership in the continent and in many of the countries, quota systems have led to larger representation of women in local and national Governments. Women accounted for 21.2% of Members of Parliament in Africa in 2012, which is an improvement compared to 19,8% recorded in 2011. Owing to their limited access to traditional avenues to power and leadership in bodies such as political parties, private sector and trade unions, women have gained access to power through alternative structures, particularly in the non-governmental organization sector and grassroots network. Thus, women have demonstrated considerable leadership in community and informal organization and have been able to articulate their interest and concerns placing women's issues on the national and regional agendas. Evidence shows that elected women in Africa have significantly contributed to exposing gender-based injustice and to triggering responses³⁸, particularly legislation on elimination of violence against women and girls; family laws, property, inheritance and land rights; more investment in girls' education; and more resource commitment to maternal and child health.. However, despite the widespread movement towards democratization in Africa, women are largely underrepresented at most levels of government, especially in ministerial and other executive bodies, and have made low progress in attaining political power in legislative bodies. Although women make up at least half of the electorate in almost all countries and have the right to vote and hold offices, they continue to be seriously under-represented as political candidates. Representation of women in National Parliaments is below 30% in most African countries (i.e. Most countries range between 10% and 20% and several less than 10%).³⁹
17. Male-led political parties and government structures continue to constrain women's participation in public life. Mostly, women may be discouraged from seeking political office by discriminatory attitudes and practices, family and child-care responsibilities, intimidation and violence, and the high cost of seeking and holding political office. Many girls stop going to school well before their male counterparts, which later makes it difficult for them to compete against male candidates in elections. Women's voice, leadership, participation and representation are important pathways to political empowerment and to establish inspirational role models for young people. Women running for office suffer from shortage of media coverage and public appearances. It is noted that well trained and financed women candidates and political will at the highest levels of political parties and governments are paramount for overcoming gender imbalances in African parliaments. This project is therefore about improving the political environment to enable AUC to effectively implement its gender parity principle and to expand it to all AU organs and RECs.

Gender Equality in Planning, Budgeting and Monitoring

18. Addressing gender equality and women's empowerment involves the need for political and economic institutions to respond effectively to women and girls' needs. Enabling regional and national institutions to adopt gender sensitive policies and programs in critical areas such trade and taxation, as well as recognizing the unpaid work and care economy, is a first step to ensuring that legislation, rules, procedures, regulations systems and structures are not discriminatory and promote women and girls' equal rights. Empowering women and girls requires strategic interventions at policy and program levels, designed to close the gender gap. In addition, institutions need to demonstrate accountability⁴⁰ for gender equality results. At the regional and sub-regional levels, areas that need further attention include institutional capacity to systematically carry out gender based analysis, the collection and use of gender sensitive indicators and sex-disaggregated data; and the integration of gender lens into planning, budgeting and monitoring. Building on the Gender Economic Planning and Management Initiative (GEPMI), this project will contribute to enhancing institutional capacity for gender responsive planning, budgeting, monitoring, reporting and evaluation.

³⁸ * UNFEM (2009), Who Answers to Women? Gender and Accountability, p 21.

³⁹ AU Seventh Report of the Chairperson on the Implementation of SDGEA

⁴⁰ UNDP (2007), Quick Entry Points to Women's Empowerment and Gender Equality in Democratic Governance Clusters, p.28



II. PAST COOPERATION AND LESSONS LEARNED

19. UNDP and the African Union have initiated several programmes in support of Gender Equality at the regional and sub-regional level with significant achievements. The AU has had special focus on: Fighting poverty and promoting economic empowerment of women and entrepreneurship; Increasing women's access to productive resources including land, credit and services, and linking women to markets through value addition of their products; Implementing AU parity principle in line with its policy and; Mentoring the youth (women/men) to be champions on gender equality and women's empowerment. ⁴¹ The UNDP Regional gender project was developed in line with UNDP's corporate policy to "accelerate progress towards the attainment of the MDGs through support for countries to reduce gender inequalities in development policy, political participation and access to economic opportunities. It was originally planned to be implemented from 2008 – 2011 but start-up of activities only took place in 2010. The main objectives were: capacity development of regional and national capacities for gender-responsive macroeconomic policy analysis, planning and programming; creating a better environment for increasing women's income and employment opportunities; and expanding women's participation in all spheres of governmental and non-governmental governance, including the private sector.
20. The regional gender project, through the Gender Economic Planning and Management Initiative (GEPMI), has contributed to raising the interest and awareness of the need to mainstream gender into national economic frameworks (planning, policy making and budget processes). The GEPMI principles have been translated through 3 inter-related components and in partnerships with the UN Institute for Development and Economic Planning (IDEP) and Makerere University of Uganda. The three-week short course in gender and economic management is implemented through UN-IDEP; while the one-year Masters of Arts programme on Gender-Aware Economics is provided at the Makerere University. The third component is implemented through the country-specific tailored made training and orientation. GEPMI has directly trained at total of 553 middle and senior-level economic policy makers, planners, development experts and researchers across major economic sectors from 41 countries. The training involves, through its three-week short-course (226 experts); and through the one-year gender-aware economics Masters programme (44 M.A. graduates). The country-specific orientation/training reached additional 283 national and district level planning and budget experts. Since the initial round of training in 2010, seven countries (Benin, Cameroon, Namibia, Mauritania, Rwanda, Zambia and Zimbabwe) initiated country-specific tailor-made sensitization and orientation training which runs from a one-week to three-weeks, depending on the country's interest and availability of resources; and Liberia, Senegal, Togo and Uganda are following soon. Given the substantial investment made and taking into account the number of trained professional on gender and economic management, the AU should own the products of GEPMI and GRB to ensure continental usage and to influence Macro-economic policies.



AU, 2012 African Women's Decade



21. Strategic support was also provided to the launching of the African Women's Decade 2010-2020, a major programmatic initiative of the AU. The work on Gender Responsive Budgeting (GRB) has also resulted in a toolbox developed specifically for the African context and with the aim to streamline and harmonize gender budgeting processes and framework for all countries in the region. With respect to economic empowerment - UNDP supported the market women in Liberia (through the Sirleaf Market Women Fund) to prepare a case study and a video documentary that informs the experiences of market women, challenges and opportunities. Based on the case study and video documentary - a three country cross-learning and exchange programme was organized between market women from Malawi, Ghana and Liberia. Further, UNDP conducted key studies on Women and Entrepreneurship; Advocacy, Access to Finance and productive resource; Cost of doing Business; Women in International Markets and Entrepreneurship. On women and leadership, UNDP sponsored a video documentary (working with FEMNET) that targets key women leaders/Presidents, parliamentarians, aspiring young leaders, to learn about their successes, failures and what it requires to become a leader.
22. The main challenge facing the project was identified as inadequate articulation of an implementation strategy that would have ensured clarity of roles and responsibilities. It is also apparent that not having this strategy in place and not having a consensus among all managers of the Regional project meant, mainstreaming of gender in the other focus areas was viewed as the sole responsibility of the gender project. At the same time, the project had neither the resources nor the capacity to undertake mainstreaming across all four of UNDP's focus areas. The outcome of this was less than optimal positioning with regard to gender mainstreaming across all practice areas thereby resulting in *ad hoc* activities.

Achievements

23. The project achieved a number of significant outcomes including enhanced capacity of over 147 policy makers, planners and practitioners in gender-responsive MDG-based economic policies and plans. In collaboration with UNIDEP and Makerere University the Gender-Aware Economic Policy Initiative (GEPMI) and the Masters Programme on Gender Economics were implemented respectively. While the outputs were achieved in terms of contributing to a critical mass of gender experts of both men and women, two key challenges were identified; sustainability of these programmes and lack of a strategy to engage the gender expertise after the training. The GRB toolbox was developed as a common framework for use at regional, sub-regional and country levels. While this knowledge product has been piloted in selected countries, it has not been endorsed as a region-wide framework. Collaboration with ECOWAS resulted in the harmonization of national action plans for the implementation of Resolution 1325 adopted by the UN General Assembly on peace and conflict resolution. This framework has been endorsed by ECOWAS and resulted in leveraging of additional resources from UN- Department of Peace and Security. Support to gender statistics was intended to streamline and develop a comprehensive gender statistics framework in collaboration with regional and sub-regional statistics institutes, although this remains to be implemented.



Lessons learnt: Strategic positioning:

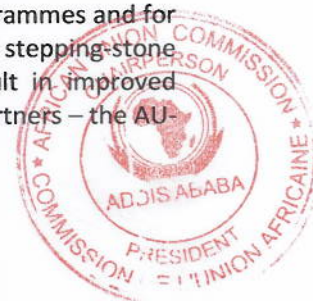
24. The regional project through its multi-sectoral and multi-thematic components collaborated with a wide range of regional and national stakeholders and development partners. UNDP is a trusted partner and many of the stakeholders look to UNDP to broker partnerships and assist in the coordination of development aid. Looking forward, it will be important to engage regional institutions in policy dialogue in a systematic and sustained manner. Particularly, for gender mainstreaming to be effective there must be a more strategic approach for engaging decision makers in these institutions going beyond specific project activities. For UNDP to better leverage its resources and enhance its strategic partnership, the gender project would have greatly benefitted from more rigorous mapping and analysis of other development partners support to regional institutions. Moreover, the multi-pronged challenges to women's empowerment cannot be tackled in isolation and there is no 'silver bullet' to achieving sustainable change. Programmes need to as much as possible facilitate integrated approaches and solutions, as well as optimize synergies with other programmes and processes.
25. The RECs (i.e. COMESA, ECOWAS, SADC, EAC) described as the 'building blocks' of the AU, are already implementing similar programmes proposed herein, and they will be central to the strategy for implementing and promoting women's economic empowerment and political participation in Africa.
26. There has been a substantial investment in the development of gender toolboxes such as the GEPMI and the GBR. These were both developed taking into account the specificities of the African context and so it is important that UNDP moves to the next level to proactively have these products endorsed as "African-grown" by the AUC and the RECs.
27. Partners strongly expressed the view that working with UNDP has had high "transactional cost" in terms of extended periods of negotiations before projects were signed into effect. This resulted in considerable delay in start-up of activities that would later impact implementation.
28. The monitoring mechanisms established in the project document, were well designed but largely ineffectual operationally. Many of the gaps and constraints in implementation might have been addressed in a timely manner if the M&E had functioned as a management tool, particularly in the service of managing gender mainstreaming.

III. STRATEGY

29. The proposed regional gender project builds on the results from the previous regional gender project and the recommendations of recent evaluations by focusing on both on enhancing women's socio-economic development as well as improving women's political participation as integral to women's rights and empowerment. The project responds to regional priorities as articulated in the AU Roadmap for African Women's Decade, UNDP's Strategic Plan and Gender Equality Strategy with a focus on Achieving MDGs and reducing human poverty and Fostering Democratic Governance. Policy dialogue and advocacy during project implementation will contribute towards ensuring that women's economic and political empowerment is an integral part of the discussions in setting the Post 2015 development agenda.

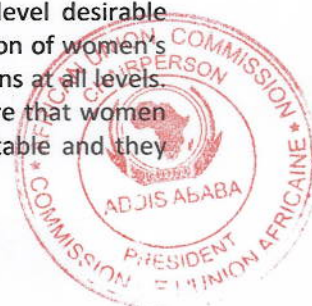
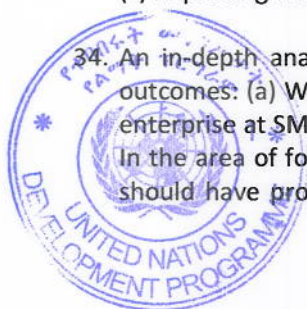
Knowledge Management, Replication and Up-scaling

30. The RBA Regional Project on Gender II is entering a new phase of its planning and together with the AU-Commission will identify and replicate the most effective women economic and political empowerment strategies already created and deployed by the regional implementing agencies. This could be achieved through a high-level learning and planning forums with key actors. Establish incentives for implementing partners for successfully integrating gender into their programmes and for 'best strategies', lesson learning and up-scaling. Such forums should be seen as a stepping-stone towards a more effective gendered knowledge management system that will result in improved capture, dissemination and application of lessons learned between all implementing partners – the AU-



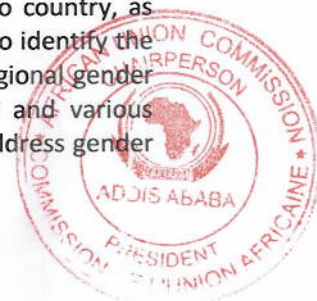
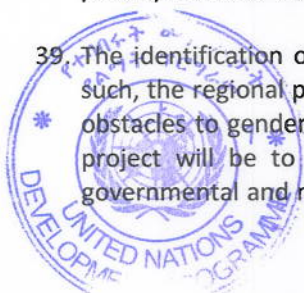
Commission, RECs and other regional bodies, UN agencies and development partners. Building a chain of accountability between all partners for improved gender outcomes is critical.

31. The following guiding principles will apply to project formulation, implementation and monitoring:
- a. Inter-governmental commitment to gender equality enshrined in the AU and RECs Gender Policies, the AU Charter, the African Women's Protocol, and the African Women's Decade (2010-2020)
 - b. UNDP's comparative advantage and programmatic areas of interventions as outlined in the UNDP Strategic Framework, Gender Equality Strategy and RBA Regional Cooperation Framework that address structural gender inequality and underlying gender discrimination at all levels that drives women's relative lack of access to resources.
 - c. Ensure synergies and complementarities with UNDP programs at country and regional levels
 - d. Support to regional level interventions on gender equality that complement ongoing national level programs of support by UNDP and other actors including public and private sector actors and development partners.
 - e. Promote women's rights as central to increased women's socio-economic empowerment and political participation towards ending discriminatory practices and women's participation in decision making at all levels as a necessary strategy for addressing issues of discrimination.
 - f. Effective integration and coordination with existing AU and regional development programmes on gender equality, women's economic empowerment, agriculture and political participation.
 - g. Strengthening networks by collaborating with regional strategic partners, drawing on insights and knowledge sharing.
 - h. Focus on women's increased productivity and control of profits arising from agriculture, increased success in entrepreneurship and in growing businesses from micro to SME level
 - i. Identify patterns of discrimination at regional and sub-regional level that restrict targeted women's economic endeavours and mobilise collective action including challenging entrenched patriarchal behaviour and belief as well as sharing best practices across the region.
 - j. Ensure regional development programs contribute to national and regional goals on women's rights by integrating gender equality throughout the planning, budgeting and implementation.
 - k. Promote leadership and ownership of project interventions by regional inter-governmental organs, and women's organization.
 - l. Support effective knowledge management, communication and sharing of lessons learned
 - m. Ensure the project's sustainability by integrating short and long term objectives, partnerships and capacity development.
32. Within the AUC, the Directorate of Gender and Development has first line responsibility on gender and women's issues, in addition Gender Equality is of importance in key directorates responsible for Rural Economy and Agriculture, Peace and Security, Social Affairs, Trade and Industry, and Political Affairs. In this regard, this project will engage all relevant directorates and work towards a coherent approach to integrating gender equality at regional, sub-regional and sector levels anchored in the office of the AUC Chairperson.
33. In the area of MDGs achievement, the project specifically responds to UNDP's strategic outcomes related to strengthening institutions that facilitate gender equality, promoting public-private sector collaboration so that markets benefit the poor, growing small enterprises and trade integration. In the area of fostering democratic governance, the program will support inclusive women's participation, representation and leadership in public and private institutions. The project will have a strong focus on demonstrating tangible results in the following areas (a) youth and women's participation and representation at all levels; (b) improving women's economic empowerment – women in business; and (c) improving women's productivity – women in agriculture.
34. An in-depth analysis and development of a Theory of Change identified three high level desirable outcomes: (a) Women farmers have increased food security; (b) Increased representation of women's enterprise at SME level; and (c) Gender parity is achieved in public and private institutions at all levels. In the area of food security, the underlying preconditions for achieving food security are that women should have productive farming enterprises and also that these enterprises are profitable and they



have control over their profits. In order for women to have productive farm enterprises it is necessary that they would have access to (a) technical knowledge and skills that are usually provided through extension services and (b) credit and insurance schemes which depend on women having access to collateral that comes from ownership of agricultural assets. This identifies the root conditions to be addressed as: ensuring agricultural policies and programs effectively respond to women's farmers needs and secondly that effective legislation supports ownership and access to land for women.

35. To achieve the objective of more women's businesses represented at SME level, it is necessary that (a) women's enterprises are engaged in trade at national, regional and global levels; (b) women's enterprises grow from micro to SMEs; and (c) more young women are setting up their own businesses. A prerequisite for women engagement in trade at regional level is that these enterprises produce export quality products, which in turn depends on women enterprises having the knowledge and skills on producing export quality as well as how to navigate the specific provisions for cross-border trade. The root conditions to be addressed for women to engage in regional trade are for national public and private institutions to develop the capacities of women entrepreneurs through resources and training programs that target them. Women entrepreneurs also require access to savings, assets and credit beyond micro-finance services through financial institutions that specifically target women in business.
36. For women's enterprises to grow beyond informal sector and micro level activities and create employment opportunities (a) women owned enterprises should become increasingly engaged in processing and manufacturing sector; (b) an increasing number of women SME owners act as role models and mentors; and (c) women entrepreneurs have access to public or private business development services (incubators). The underlying root condition to be addressed in growing women's enterprises is for more public and private partnerships that provide integrated business development services for women. For more young women to be engaged in business, the four underlying conditions are that they would have access to skills and knowledge about enterprise opportunities; they have access to start up funds; they have access to business incubator services; and they have access to successful business entrepreneurs as role models. In order for this to happen, the root conditions to be addressed are for young women to have access to apprenticeship and mentorship opportunities and for youth funds to have a specific window that targets young women.
37. Finally, to achieve gender parity in decision making at national and regional levels, the underlying objectives to be achieved include more women in elected political and leadership positions at all levels and for women to be adequately represented in public boards, tribunals and civil service. More women in elected political and leadership positions can only be achieved if more young women are actively engaged in politics; more women seek political office and leadership positions; more women are engaged in political parties; and more women and men vote for women candidates. For more women to seek political office and be adopted as candidates by political parties it is necessary that candidates demonstrate strong leadership skills and confidence, there are strong networks of women leaders within countries and between countries, as well as organisations that support women leaders. The underlying condition to be addressed for more women in elected positions is changed perceptions on women in leadership and decision making, women candidates becoming more visible and demonstrating their knowledge skills and expertise in a wider range of economic and socio-economic issues.
38. Increasing women's participation and mobilisation, at all levels, from community to regional level is essential to empowerment that leads to more women gaining access to productive resources and control over their own lives. Identifying the critical bottlenecks where discrimination prevents women's empowerment act as a guide in the development of appropriate intervention strategies and priority areas for attention by the regional project and other partners at national and regional level.
39. The identification of gender gaps and discriminatory practices will vary from country to country, as such, the regional project will work with representative women's organisations and the to identify the obstacles to gender equality, increased decision making and control. The role of the regional gender project will be to support a platform for action at regional level by the AU, RECS and various governmental and non-governmental entities to promote national level initiatives that address gender



equality and women's rights. One of the mechanisms the regional project will adopt is to support the integration of gender equality in development programs at regional and sub-regional levels through capacity development, strengthening networks of practitioners and sharing of best practices in gender mainstreaming in planning as well as lessons learned across countries.

Proposed Project

40. Based on the analysis and lessons learned from previous UNDP interventions at regional level, the project will focus on critical bottlenecks in areas where UNDP has a comparative advantage in promoting cross-country collaboration, codifying and sharing best practices and models for replication, and development of institutional capacity. In the area of enhancing food security for women farmers, critical areas that require a concerted effort by the AU, Regional Economic Communities and member states to enhance agricultural productivity and profitability of women owned agricultural enterprises include access to information on production, processing and marketing, access to insurance and credit services and women's access to agricultural assets including land. To enhance the profitability of women's agricultural enterprises, the project should address women's access to credit (beyond micro-credit) and access to markets at the regional level. In the area of growing women's businesses, critical bottlenecks that the project should address include enhancing women's access to knowledge and skills in order to promote the production of export quality products. In the area of ensuring that more women are elected to leadership positions and represented in public boards and tribunals, a critical area for support is enhancing support to women leaders through strong networks and working to change perception on women in leadership and decision making.
41. The project has identified areas of support at the regional level that boost the achievement of project objectives at national level linked to the African Women's Decade, UNDP's Strategic Plan and Gender Equality Strategy. The project is expected to progressively contribute to the achievement of the following regional project outcomes and results by the end of the African Women's Decade in 2020

By 2016, African Union and RECs have enhanced capacity to support gender responsive agricultural investment

1. Number of legislations implemented guarantying land ownership to women,
2. Number of women receiving agro-loans,
3. Proportion of women farmers insured,
4. Number of types of insurance targeting women farmers. (baseline and targets to be determined, data sources to be identified)

By 2016, Women and youth entrepreneurs have improved skills, access to financing and business development services

1. Proportion of SMEs owned by women and young women with access to business development services,
2. Proportion of resources allocated to women by FIs ((baseline and targets to be determined, data sources to be identified)

By 2016, Increased representation of women in elected political /leadership positions as well as in public boards, tribunals and commissions at the regional level

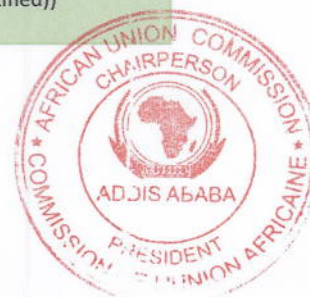
1. Proportion of women in elected positions at regional and national level,
2. Share of women in parliament,
3. Proportion of public board positions occupied by women (Baselines: 20.2% share of women in Parliament in SSA, 8/48 SSA parliaments have achieved 30% share, Targets: 25% share of women in parliament; 48 out of 66 countries achieve 30%; 20/48 countries have female heads of parliament)#

By 2016, Enhanced integration of gender equality in institutional planning, budgeting and monitoring processes at regional level (AU, RECs).

1. Proportion of institutional plans, budgets & monitoring systems that integrate gender equality (baseline and targets to be determined, data sources to be identified))



Inception Phase (3-Months)



42. During the inception phase the Project Advisory Team (i.e. AU-Commission and UNDP) will be put in place to provide quality assurance and; Project Management Team (i.e. Project Manager, Administrator) recruited. Both the Advisory and Management Teams will internalize the project document in order to understand its vision and regional catalytic role in building an enabling environment for women's economic empowerment and political participation in Africa. Review of the proposed Work Plan 2013 will thereafter follow to identify potential key partners and gaps that need to be addressed. It will be crucial in this phase to compile regional base-line data (including profiles of potential regional partners and stakeholders) in the three sectors of focus- women in agriculture, business, politics and decision-making positions- in order to develop targets with tangible results and begin/continue to build partnership and collaboration. The Project Advisory Team will lay a basis/foundation for quality control and management of the overall project planning, implementation, monitoring and evaluation (see annex...TORs for Inception Phase).

Component I: Women in Agriculture

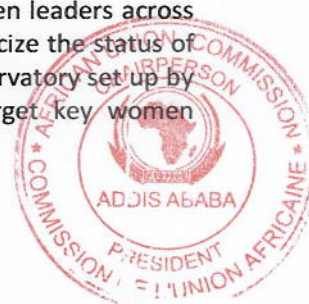
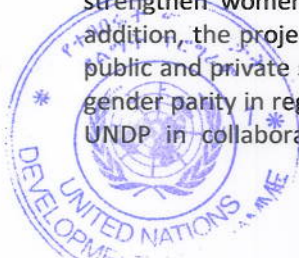
43. Key interventions to promote improved agricultural productivity include showcasing and up scaling successful models for enhancing women's access to Credit Insurance Scheme, and ICT based models for access to extension and marketing information. This builds on successful examples of UNDP collaboration with the private sector to promote women entrepreneurship. In order to boost women's access to land and agricultural assets, the project will support the implementation of regional and national commitments to the AU policy framework for enhancing women's access to land. The project will also support the mobilization of dedicated resources for women in existing AU and CAADP investment plans. Interventions to enhance the profitability of African Women's farming enterprises, the project will support the strengthening and up-scaling of women led and managed cooperatives and promote RECs programs that facilitate access to regional markets. The project will also support and upscale innovative models for brokering virtual exchange between producers and buyers for food crops.

Component II: Women in Business

44. In order to ensure that African women's enterprises are growing and employing more women and men, the program will facilitate women's access to quality assurance mechanisms or branding for export quality products at sub –regional level. This will address the issue of poor and inconsistent quality of products which is a significant barrier to women's ability to benefit from regional and global trading opportunities. The project will also work with Regional institutions to ensure that regional trade protocols incorporate the needs and priorities of women traders, including the ongoing process to formulate the Continental Free Trade area by 2017. A proposed inter-regional mentorship programme by successful men and women entrepreneurs is expected to develop skills of women entrepreneurs for high quality production. In addition, the project will support NEPAD sub-regional incubation centres to reach more young women. A special platform will be established to identify and publicise new enterprises by young women, to link them to potential financiers and information of available financing opportunities.

Component III: Women in Leadership

45. To support the achievement of gender parity in public and private institutions, the project will support a specific award for outstanding women leaders in recognition of their achievements and contribute towards changing perceptions on women's leadership. The project will also work with networks such as African Women's Development and Communication Network, and African Men for Gender Equality to hold public debates on gender equality principles using new media to engage young men and women across the continent. In addition, the project will support a peer review and information exchange mechanisms for regional and sub-regional women's parliamentary caucus. This will strengthen women leader's networks and contribute to more women seeking political office. In addition, the project will support the development of a database of profiles of women leaders across public and private spheres to be hosted by a regional CSO. The project will also publicize the status of gender parity in regional bodies in partnership with the African Women's Rights Observatory set up by UNDP in collaboration with UNECA. Building on RCF III this programme will target key women



leaders/Presidents, parliamentarians, aspiring young leaders and work with electoral management bodies (EMBs) to address women's political participation.

Component IV: Gender Equality in Planning, Budgeting and Monitoring

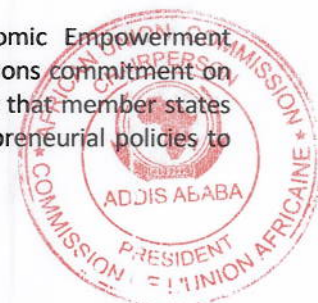
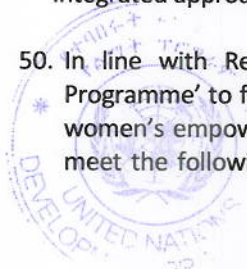
46. This component will support institutional capacity development and knowledge management that builds on successful interventions from RBA's Regional Gender project. Interventions will support the integration of gender equality in planning, budgeting and monitoring at the regional, sub-regional and sector levels with a focus on best practices in integrating gender equality in trade and economic development, regional integration, social affairs, peace and security, and energy and the environment. The Gender project has developed several knowledge products that will be used as a basis for providing targeted technical support to the AU, RECs and requesting member states in close collaboration with UN Women (Gender Budgeting) and ECA(Gender Statistics). The program will support ongoing codification of best practices is mainstreaming Gender Equality in decision making and develop online programs for capacity development that can delivered to a wide range of practitioners in collaboration with regional and national research and academic institutions.
47. Project interventions will be carried out over a period of three years, however, a significant portion of the activities will be carried out in the first year. The strategy for the implementation of the regional project will ensure consultation and coordination with AU, UN partners with AU and RECS and relevant CSOs and aim to apply innovative approaches to addressing regional challenges and opportunities. The project with ensure synergies rather than duplication of existing regional gender projects anchored in the AU and RECs and will promote catalytic interventions to boost impact. It will promote inter-country learning and exchange and strengthen existing institutional capacity. A key entry point for the program will be to support the accelerated achievement of continental and regional agreements on gender equality and women's empowerment and mobilise resources for targeted interventions. Project implementation structures will pay particular attention to monitoring impact.

Linkage with other UNDP Programmes

48. The proposed project is intrinsically linked to other key thematic focus areas of the regional programme for Africa and to UNDP's overall commitments for more effective integration of gender equality in all its regional programmes. It contributes to gender specific interventions and outputs that will have a direct bearing on poverty reduction and achieving the MDGs. It targets women producers in agriculture who have the least access to services in order to increase their productivity. The project's emphasis on promoting women in leadership roles in both the public and private sectors as well as in political participation contributes to UNDP's focus area on democratic and participatory governance. The particular attention given to capacity development of women leaders in political institutions such as parliaments, local government structures and increasing women's participation in the electorate will enhance overall efforts for good governance in the region. Support to women in business focusing on: making regional policies and protocols on cross-border trade gender sensitive; providing state-of-the-art market information tools for women entrepreneurs; as well as scaling-up best practice models for developing women's small and medium enterprises will not only directly contribute to women's economic empowerment but also result in added value to pro-poor development policies and actions.

Linkage with RECs

49. This proposed project will establish linkages with RECs given their ongoing work on women's economic and political empowerment. As a start, memorandum of engagement will be signed with Sothern Africa Development Community (SADC), Common Markets for Eastern and Southern Africa (COMESA), East African Community (EAC) and Economic Community of West African States (ECOWAS) to facilitate integrated approaches to the programme.
50. In line with Regional Strategic Plan SADC has developed a 'Women's Economic Empowerment Programme' to facilitate strengthened coordination and implementation of the regions commitment on women's empowerment. The SADC Protocol on Gender and Development requires that member states meet the following commitments by 2015: Review their national trade and entrepreneurial policies to

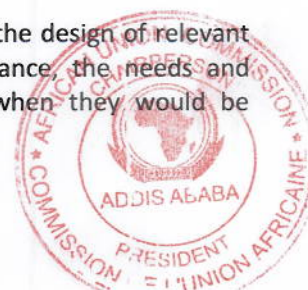


make them gender responsive and; Introduce measures that women benefit equally from economic opportunities. SADC member states are proactively working towards equal representation of women and men in politics and decision-making positions at all levels. A number of countries in the region have on average, more than 30% women's representation and also have legislated minimum quotas for women representation in parliament. SADC experience hinges on: Building on capacities of women to participate effectively through leadership training and mentoring; changing discriminatory norms/attitudes on women's leadership and; Including men in all activities such as training, community mobilization and sensitization.

51. COMESA member states recognise the critical and important contribution of women to the economic and social transformation of the region. The COMESA treaty also recognises the role of women in business especially their participation in agriculture, industry and trade. The Federation of National Association of Women in Business (FEMCOM) was established by COMESA as a forum for women entrepreneurs to exchange ideas and experiences in the region and as an instrument for encouraging, facilitating and setting up of enterprises or expansion of existing ones. COMESA has developed specific gender policy objectives, measures and strategies focusing on the following programmes: Trade Development (in agriculture and industry) and; Infrastructure Development. The Women in Business (WIB) Unit is mandated to mainstream gender in all COMESA activities. COMESA 'Trading for Peace in the Great Lakes Region' provides a framework for cross-border trade.
52. The East African Community (EAC) is in the process of setting up strategies for implementation of international treaties to empower women in the sub-region. Three key areas have been identified namely: Empowering rural women in agro-business in the region; Enhancing women's participation in industries and manufacturing and; Promoting youth entrepreneurship and business innovation in the region. Existing EAC Exchange Network has been identified as useful avenue for improving policy dialogue specifically on issues related to women economic development. EAC Secretariat is facilitating the harmonization of legal frameworks of the member states to regulate micro-finance sector and put in place mechanisms that encourage women to move into areas of economic growth such as finance, banking and mining. Establishing fund for women entrepreneurs at East Africa Development Bank is being explored to guarantee and enhance access to financing by women in business. A proposal has been made for establishment of a regional Business Incubation Centre for women entrepreneurs and creating of an EAC award for outstanding innovative contribution by women and youth to industry and manufacturing.
53. ECOWAS Gender and Development Centre (EGDC) is a regional agency charged with the responsibility to contribute to gender equality and women's empowerment in the ECOWAS region. Interventions in the area of economic empowerment is directed towards ensuring women's access to resources and opportunities through strengthening their economic capacities and improving the visibility of their contribution to the regional economy. The Centre also promotes women's access to decision-making bodies, strengthening their positions through these bodies and advocating for their involvement in conflict management as well as in peace-building processes. EGDC has conducted several studies including, the ECOWAS Trade Liberalisation Scheme and Cross Border-Trade Experiences of Women Traders and Entrepreneurs. Some of the projects supported by EGDC in the 15 ECOWAS countries include strengthening gender capacities and women working in agriculture, fisheries and handicrafts. EGDC Key partners in the area of women's economic and political empowerment include West Africa Women's Association (WAWA); West African Network of Young Women Leaders (ROAJELF) and Women's Network for Peace and Security in West Africa (REPSFECO). West Africa Civil Society Forum(WACSOF) and Institute (WACSI) can be viable partners for coordination and capacity-building within the ECOWAS region and for South-South exchange.

IV PRECONDITIONS FOR SUCCESS (SEE ANNEX: RESULT CHAINS)

54. Acknowledgement that women are not a homogeneous group is important for the design of relevant interventions and articulation of expected results and beneficiaries. For instance, the needs and challenges of young women differ from those of their older peers, even when they would be



categorized under the umbrella of ‘women’s economic empowerment’, ‘violence against women’ or women’s leadership and participation’. Similarly, the experiences of women in urban and rural settings within a same country differ substantially. Any project addressing women’s empowerment must prioritize partnership with men – as leaders and decision-makers, as fathers, brothers and spouses, and as critical allies without whom on board rapid change will not be possible. Gender inequality is a global phenomenon with context-specific manifestations. Acceleration of social norm change required for tangible progress can be achieved through peer learning across different settings, so documentation and sharing of experiences is an effective strategy for a regional project to optimize results.

- 55. Programmatically, one main precondition for success is designing from the outset an exit strategy as an integral part of project formulation. This will facilitate building on project results for scaling up and planning for resource mobilization from key stakeholders including national governments, international development partners and possibly the private sector. Another important conditionality for achieving results is setting out an institutional framework for implementation with clearly defined roles and responsibilities of the different project partners in line with their comparative advantage. Past experience shows that not having this delineation of roles among the different stakeholders has meant slower implementation and a lower order of results.



V. RESULTS AND RESOURCES FRAMEWORK

Intended Outcomes:

- By 2016, African Union and RECs have enhanced capacity to support gender responsive agricultural investment
- By 2016, women and youth entrepreneurs have improved skills, access to financing and business development services
- By 2016, Increased representation of women in elected political /leadership positions as well as in public boards, tribunals and commissions at the regional level
- By 2016, Enhanced integration of gender equality in institutional planning, budgeting and monitoring processes at regional level (AU, RECs)

Outcome indicators (including baseline and targets):

3. Number of legislations implemented granting land ownership to women, Number of women receiving agri-loans, proportion of women farmers insured, number of types of insurance targeting women farmers. (baseline and targets to be determined, data sources to be identified)
4. Proportion of SMEs owned by women with access to business development services, proportion of resources allocated to women by FIs ((baseline and targets to be determined, data sources to be identified))
5. Proportion of women in elected positions at regional and national level, Share of women in parliament, Proportion of public board positions occupied by women (Baselines: 20.2% share of women in Parliament in SSA, 8/48 SSA parliaments have achieved 30% share, Targets: 25% share of women in parliament; 48 out of 66 countries achieve 30%; 20/48 countries have female heads of parliament)#
6. Proportion of institutional plans, budgets & monitoring systems that integrate gender equality ((baseline and targets to be determined, data sources to be identified))

Applicable Key Result Area: MDGs Achievement and Fostering Democratic Governance

Partnership Strategy: The strategy project implementation will ensure consultation and coordination with AU, UN partners with AU and RECS and relevant CSOs and aim to apply innovative approaches to addressing regional challenges and opportunities. The project will ensure synergies rather than duplication of existing UN and Donor funded regional gender projects anchored in the AU and RECs and will promote catalytic interventions to boost impact. It will promote inter-country learning and exchange and strengthen existing institutional capacity. A key entry point for the program will be to support the accelerated achievement of continental and regional agreements on gender equality and women's empowerment and mobilise resources for targeted interventions.

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITY RESULTS/ACTIVITIES	RESPONSIBLE PARTIES	INPUTS		
				INPUTS	YR 1	YR 2



<p>1. African Union and RECs marshal the necessary analytical capacity and resources to advocate for national gender sensitive agricultural investments in the region, through identifying viable credit insurance schemes and mechanisms to deliver relevant knowledge to targeted women farmers and raise resources for investment plans. :</p> <p>1a # Models for Credit Insurance Schemes codified/replicated 1b #ICT based extension and marketing information system identified/replicated 1c level of resources mobilized for women for CAADP investment plans</p> <p>Baselines: 1a UNDP/Equity Bank experience (East Africa), AGFUND (West Africa) 1b. tbd 1c. tbd</p>	<p>Targets: 1a 1 model per sub-region 1b 1 mechanism per subregion 1dc TBD</p>	<p>1.1 Codifying best practice/models for increased women's access to Credit Insurance Schemes in each sub-region and lessons learned to support replicating at regional level</p> <p>1.2 Identifying and replicating models for ICT/SMS based access to extension and marketing information across the region</p> <p>1.3 Mobilizing dedicated resources for women in existing AU and Regional CAADP investment plans</p>	<p>AU (DREA, WGDD), RECs, WB, IFAD, FAO, ITU Regional Office for Africa</p>	<p>Consultants, Communication Products, Stakeholder Consultation, Travel</p>	<p>500,000</p>	<p>250,000</p>	<p>250,000</p>
<p>2. African Union and RECs successfully advocate national governments to implement policies that enhance women farmers access to financial services, national/regional markets and secure land rights</p> <p>Indicators: 2a # of best practices identified and disseminated by AU and RECs related to women led & managed cooperatives in the region. (Baseline tbd) 2b Proportion of women-owned enterprises engaged in regional trade. (Baseline tbd) 2c # Regional trade protocols that</p>	<p>Targets: tbd</p>	<p>2.1 Developing Linkages between Regional Institutions and Women-led/managed cooperatives within each sub-regional common market/customs union for replicating and standardizing services to women, monitoring, codification and dissemination of best practice to inform policy and practice</p> <p>2.2 Strengthening RECs programs to facilitate women's access to regional markets</p> <p>2.3 Promoting replication of innovative models for brokering virtual exchange between producers and buyers for food crops across the region (ICT & cell phones).</p>	<p>AU (DREA), RECs, Pan African Chamber of Commerce, WB, IFAD, FAO, ITU Regional Office for Africa</p>	<p>Consultants, Communication Products, Stakeholder Consultation, Travel</p>	<p>1,000,000</p>	<p>500,000</p>	<p>500,000</p>



<p>specifically target women traders Baselines: (tbd from the RECs registration records)</p> <p>2d Volume of exchange of food crops through virtual brokering facility. (Baselines: tdb)</p> <p>2e # national legal frameworks implemented for enhancing women's ownership of land Baselines: tdb</p>	<p>Targets: tbd</p>	<p>2.4 Advocating for countries to fully implement their commitments to AU policy framework for enhancing women's ownership of land support.</p> <p>2.5</p> <p>2.6</p> <p>2.7 Facilitating women's access to quality assurance mechanisms/branding for export quality products facilitated within the region</p> <p>2.8 Incorporating in the regional trade protocols the needs and priorities of women traders (support to development and implementation)</p>	<p>AU (DTI), RECs, select Chambers of Commerce/Pan-African Chamber of Commerce</p>	<p>250,000</p>	<p>150,000</p>	<p>100,000</p>
<p>3. Targeted women and youth entrepreneurs have improved skills and access to financing and business development services</p> <p>Indicators:</p> <p>3a # women mentored through project with demonstrable improvement in access to finance or business development service</p> <p>3b # success stories produced in print and audio-visual media and made widely available to enhance the awareness of available opportunities</p> <p>3c Proportion of registered businesses owned by women under the age of 35</p> <p>3d # women benefited from sub-regional incubation centres</p> <p>3e # young women enterprises who accessed credit through the platform/directory of enterprises owned by young women.</p> <p>Baseline: Tbd</p>	<p>Targets: tbd</p>	<p>3.1 Making the inter-regional mentorship programme by successful women and men entrepreneurs to develop skills of women entrepreneurs for high quality production become functional</p> <p>3.2 Documenting success stories of innovative and growth-oriented African women entrepreneurs and supporting trade publications such as (Women Mean Business'</p> <p>3.3 Providing support to include more young women in NEPAD sub-regional incubation centres (including seed funding)</p> <p>3.4 Initiating a Platform for identifying and publicizing new enterprises by young women, linking them to potential financiers and providing information on available public and private sector funding opportunities for women entrepreneurs and disseminating the results monitored</p>	<p>AU (DTI, DREA, WGDD), Private Sector, Regional Training Institution, RECs</p>	<p>1,000,000</p>	<p>500,000</p>	<p>500,000</p>
<p>4. Enhanced public awareness and debates around the principles of gender equality and women leadership to influence social norms</p>	<p>Targets:</p> <p>6</p> <p>4a. Awards for women leaders and male champions for gender equality presented.</p>	<p>4.1 Identifying and instituting Awards for a) women leaders with distinction and b) male role models/gender champions based on nomination by sub-regions and countries</p>	<p>RECs, AU (DPA), AU WGDD Member States, private sector/external donor</p>	<p>500,000</p>	<p>250,000</p>	<p>250,000</p>



<p>Indicators: 4a:Awards for women leaders with distinction and male gender champions established and presented to successful candidates. 4b. # of innovative public debates facilitated and publicized on gender equality 4c. Mechanism for the Regional /Sub-regional women's parliamentary caucus peer information and experience exchange functional. 4d. Database of regional profile of women leaders established and data widely available across the region. 4e. Report on the status of gender parity in the regional governance bodies documents progress and widely available .</p> <p>Baseline: TBD</p>	<p>4b. Tbd 4c. Mechanism for women's parliamentary caucus peer information and experience exchange functional 4d. Database of regional profile of women leaders established and available in all countries 4e. Report on the status of gender parity in the regional governance bodies publicized in all countries in the region</p>	<p>4.2 Facilitating and publicizing innovative public debates on gender equality principles and interactive dialogue on different perceptions/viewpoints by women, men and various constituencies to stimulate public discussion and social norm change 4.3 Supporting the mechanism for regional/sub-regional women's parliamentary caucus peer information and experience exchange to become functional 4.4 Undertake and complete regional profiling of women leaders across public and private spheres, publicize (initial volume of a living database) and advocate inclusion of qualified women in candidate rosters at high level 4.5 Compiling and Publicizing Brief on status of gender parity in regional governance bodies</p>	<p>FEMNET, Men for Gender Equality NOW Regional media institutions/social media (Federation of African Journalists) FEMNET, AUC (Chair, Commissioners), AU (Presidency)</p>	<p>Media Events Consultants, Communication Products, Database, Travel, Media Events</p>	<p>200,000 100,000 100,000</p>	<p>150,000 250,000 250,000</p>
<p>5. Analytical capacities and tools developed and disseminated to integrate gender equality considerations in planning, budgeting and monitoring of AUs and the RECs.</p> <p>Indicators: 5a # regional & sub-regional plans, budgets & monitoring systems that integrate gender equality 5b Proportion of resources allocated in budgets to advance gender equality 5c # of related learning/knowledge products developed and disseminated 5d # planning and budget experts trained to promote gender equality</p> <p>Baseline: RSON TBD</p>		<p>5.1 Providing technical advisory services to integrate gender equality in planning, budgeting and monitoring at the regional, sub-regional and sector levels (assessments, participation in plan development processes) 5.2 Develop and disseminate Learning/knowledge products on best practices for integrating gender equality in trade and economic development, regional integration, social affairs, peace and security, and energy and the environment. 5.3 Training for planning and budget experts at regional, sub-regional level using distance based learning platforms</p>	<p>UNDP RSC UN Women, UNECA Regional Research and Academic Institutions</p>	<p>Consultants, Communication material, Travel Consultants, Fees Communication material, Travel</p>	<p>250,000 500,000 250,000</p>	<p>150,000 250,000 250,000</p>



6. Project Management and Support		Project Staff Project Monitoring Communication Evaluations	Staff Costs, Consultants, Travel, Communicati ons, Office Materials	500,000	250,000	250,000
Total	12,000,000			6,200,000	2,950,000	2,850,000
UNDP						
Other Resources						



VI. ANNUAL WORK PLAN: YEAR: 2013

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET Budget Description	Amount
		Q1	Q2	Q3	Q4				
<p>African Union and RECs have enhanced capacity to support gender responsive agricultural investment</p> <p>Indicators:</p> <p>1a # Models for Credit Insurance Schemes codified/upscaled</p> <p>1b #ICT based extension and marketing information system identified/upscaled</p> <p>1c # RECs successfully implementing commitments on women's land ownership</p> <p>1d level of resources for women mobilized for CAADP investment plans</p> <p>Baselines:</p> <p>1e UNDP/Equity Bank experience (East Africa), AGFUND (West Africa)</p> <p>1b</p>	<p>1.1. Best practice/models for increased women's access to Credit Insurance Schemes in each sub-region identified and lessons learned codified to support upscaling at regional level</p> <ul style="list-style-type: none"> Identify successful models (at least one in each sub-region) Codify best practice & develop plan of action Validation and dissemination <p>1.2. Models for ICT/SMS based access to extension and marketing information identified</p> <ul style="list-style-type: none"> Identify successful models Codify best practice & develop plan of action Validation and dissemination <p>1.3. Dedicated resources for women in existing AU and Regional CAADP investment plans mobilized</p> <ul style="list-style-type: none"> Identify and codify best practice Support policy dialogue and awareness raising 	X	X	X	X	AU (DREA, NEPAD, WGDD), RECs, WB, IFAD, FAO, AU Commission for Rural Economy and Agriculture	UNDP	Consultants, Travel, Reporting, Communications	150,000
<p>women and youth entrepreneurs have improved skills, access to financing and business development services</p> <p>Indicators:</p> <p>2a Level of sales</p> <p>2b Level of savings</p> <p>2c Household expenditures by women</p> <p>2d # women led & managed cooperatives linked at regional level & best practice disseminated</p> <p>2e # RECs programs for trade</p>	<p>1.4. Implementation of commitments to AU policy framework for enhancing women's ownership of land supported at regional and national levels.</p> <ul style="list-style-type: none"> Identify and codify best practices Provide TA to policy development and land reform processes <p>1.5. Best practice in promoting Women-led/managed cooperatives inform policy & practice at regional level</p> <ul style="list-style-type: none"> Identify best practice in each sub-region Codify lessons learned and disseminate Support development of plan of action for up-scaling in each sub-region Seed funding for pilot public-private initiative 	X	X	X	X	AU (DREA), RECs, WB, IFAD, FAO, AU Commission for Rural Economy and Agriculture	UNDP	Consultants, Travel, Reporting, Communications	150,000
		X	X	X	X	AU (DREA), RECs, Pan African Chamber of Commerce, AU Commission for Trade and Industry	UNDP	Consultants, Travel, Reporting, Communications	200,000

<p>facilitation for women supported</p> <p>2f # women engaged in cross-border trade</p> <p>2g level of exchange of food crops through virtual brokering facility</p>	<p>2.2 RECs programs that facilitate women's access to regional markets strengthened</p> <ul style="list-style-type: none"> Capacity gap assessment of regional market initiatives TA to integrate women's issues Support to women's participation in regional trade policy development <p>2.3 Innovative models for brokering virtual exchange between producers and buyers for food crops identified and upscaled (ICT & cell phones).</p> <ul style="list-style-type: none"> Identification of best practice Codification of lessons learned & dissemination Development of plan of action for upscaling Support to pilot at sub-regional level 	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>AU (DTI), RECs, Pan African Chamber of Commerce, AU commission for Trade and Industry</p> <p>AU (DTI, DREA), RECs, Pan African Chamber of Commerce, National Chambers of Commerce, AU Rural Economy and Agriculture Commission</p>	<p>UNDP</p> <p>UNDP</p>	<p>Consultants, Travel, Reporting, Communications</p> <p>Consultants, Travel, Reporting, Communications</p>	<p>300,000</p> <p>500,000</p>
<p>Women and youth entrepreneurs have improved skills and access to financing and business development services</p> <p>Indicators:</p> <p>3a Proportion of women-owned enterprises engaged in regional trade</p> <p>3b Level of income from cross-border trade</p> <p>3c # Regional trade protocols that specifically target women traders</p> <p>3d # Women accessing quality assurance mechanisms</p>	<p>3.1 Women's access to quality assurance mechanisms/branding for export quality products facilitated within the region</p> <ul style="list-style-type: none"> Identify best practice at national and sub-regional levels Codify lessons learned and disseminate Facilitate women's access to Quality Assurance Mechanisms/ training in producing export quality products <p>3.2 Regional trade protocols incorporate the needs and priorities of women traders (support to development and implementation)</p> <ul style="list-style-type: none"> Identify best practice and capacity gaps in existing trade protocols at sub-regional level Provide TA to policy development Facilitate women's participation in policy making processes at sub-regional level 	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>AU (DTI), RECs, Pan African Chamber of Commerce, AU commission for Trade and Industry</p> <p>AU (DTI), RECs, Pan African Chamber of Commerce, AU commission for Trade and Industry</p>	<p>UNDP</p> <p>UNDP</p>	<p>Consultants, Travel, Reporting, Communications</p> <p>Consultants, Travel, Reporting, Communications</p>	<p>150,000</p> <p>100,000</p>



<p>Indicators:</p> <p>3e Proportion of African SMEs that are women-owned</p> <p>3f # women mentored through project & follow up impact documented</p> <p>3g #success stories produced in print and audio-visual media</p>	<p>3.3 Inter-regional mentorship programme by successful women and men entrepreneurs to develop skills of women entrepreneurs for high quality production functional</p> <ul style="list-style-type: none"> Develop mentorship programme based on best practice at regional/national level Select host institution and potential men and women mentors Facilitate participation of selected women entrepreneurs Document and follow up impact on women entrepreneurs (documentary) 	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>AU (DTI), RECs, Pan African Chamber of Commerce, AU commission for Trade and Industry, Training institution</p>	<p>UNDP</p>	<p>Consultants, Travel, Reporting, Communications</p>	<p>600,000</p>
<p>3h Proportion of registered businesses owned by women under the age of 35</p> <p>3i #women reached through sub-regional incubation centres</p> <p>3j # young women enterprises featured on platform & impact documented</p>	<p>3.4 Documentation of success stories of innovative and growth-oriented African women entrepreneurs and systematic promotion through trade publications supported ('Women Mean Business')</p> <ul style="list-style-type: none"> Select women entrepreneurs in each sub-region in consultation with national and regional chambers of commerce/NGOs (consider a competition & speaking engagements) Profile successful women entrepreneurs in trade publications Prepare documentary Partner with Media institutions to disseminate widely <p>3.5 Inclusion of more young women in NEPAD sub-regional incubation centres (including seed funding) supported</p> <ul style="list-style-type: none"> Identification of barriers to women's participation in NEPAD sub-regional incubation centres Develop plan of action for enhancing performance of NEPAD sub-regional incubation centres Facilitation of for women entrepreneurs to access incubation centres Provide seed funding for startups, monitor progress and disseminate best practice for upscaling 	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>AU (DTI, WGDD), RECs, Pan African Chamber of Commerce, AU commission for Trade and Industry</p>	<p>UNDP</p>	<p>Consultants, Travel, Reporting, Communications</p>	<p>400,000</p>
<p>3k Proportion of registered businesses owned by women under the age of 35</p> <p>3l #women reached through sub-regional incubation centres</p> <p>3m # young women enterprises featured on platform & impact documented</p>	<p>3.5 Inclusion of more young women in NEPAD sub-regional incubation centres (including seed funding) supported</p> <ul style="list-style-type: none"> Identification of barriers to women's participation in NEPAD sub-regional incubation centres Develop plan of action for enhancing performance of NEPAD sub-regional incubation centres Facilitation of for women entrepreneurs to access incubation centres Provide seed funding for startups, monitor progress and disseminate best practice for upscaling 	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>AU (NEPAD), RECs, Pan African Chamber of Commerce, AU commission for Trade and Industry</p>	<p>UNDP</p>	<p>Consultants, Travel, Reporting, Grants, Communications</p>	<p>1,000,000</p>



<p>Increased representation of women in elected political /leadership positions as well as in public boards, tribunals and commissions at the regional level</p> <p>Indicators:</p> <p>4a Proportion of women in elected positions at regional and national level</p> <p>alternative: Share of women in parliament exceeding 30%</p> <p>4b Proportion of leadership positions occupied by women</p> <p>4c # public debates held</p> <p>4d # awards funded and awarded</p> <p>4e # women's parliamentary peer support networks supported</p> <p>4f Proportion of seats in regional public boards, tribunals and commissions occupied by women</p>	<p>3.6 Platform for identifying and publicizing new enterprises by young women, linking to potential financiers and providing information on available public and private sector funding opportunities for women entrepreneurs initiated and results monitored and disseminated</p> <ul style="list-style-type: none"> Platform design (IT based) Identification of public/private sector funding opportunities at national and sub-regional levels Identification of young women entrepreneurs <p>4.1 Awards for a) women leaders with distinction and b) male role models/gender champions based on nomination by sub-regions and countries created</p> <ul style="list-style-type: none"> Identify award winners Prepare documentary on each recipient High media profile award event linked to AU calendar <p>4.2 Innovative public debates on gender equality principles and inter-active dialogue on different perceptions/viewpoints by women, men and various constituencies to stimulate public discussion and social norm change facilitated and publicized</p> <ul style="list-style-type: none"> Design inter-active dialogue series using various media Select project partners to lead discussion Arrange at least 2 dialogues <p>4.3 Mechanism for regional/sub-regional women's parliamentary caucus peer information and experience exchange functional</p> <ul style="list-style-type: none"> Review performance of existing peer support and exchange mechanisms for parliamentarians at sub regional level Design an electronic platform for enhanced networking and peer to peer support Implement platform in at least one sub-region & launch at annual meeting <p>4.4 Regional profiling of women leaders across public and private spheres completed, publicized (initial volume of a living database) and used in high-level advocacy to promote inclusion of qualified women in candidate rosters</p> <ul style="list-style-type: none"> Participatory selection of women leaders Compilation of regional profiles Development and dissemination of database 	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>AU (DTI), RECs, Pan African Chamber of Commerce, AU commission for Trade and Industry</p> <p>RECs, AU (DPA, WGDD) Member States, private sector/external donor</p> <p>AU (WGDD) FEMNET, Men for Gender Equality Now</p> <p>AU (DPA) Regional media institutions/social media (Federation of African Journalists)</p> <p>FEMNET, AUC (Chair, Commissioners), AU (Presidency)</p>	<p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p>	<p>Consultants, Travel, Reporting, Web hosting, Communications</p> <p>Consultants, Communication Products (web page, documentaries), Travel, Media Events</p> <p>Consultants, Communication Products (web page, documentaries), Travel, Media Events</p> <p>Consultants, Communication Product,</p> <p>Consultants, Communication Products, Database, Travel, Media Events</p>	<p>500,000</p> <p>150,000</p> <p>200,000</p> <p>150,000</p> <p>150,000</p>
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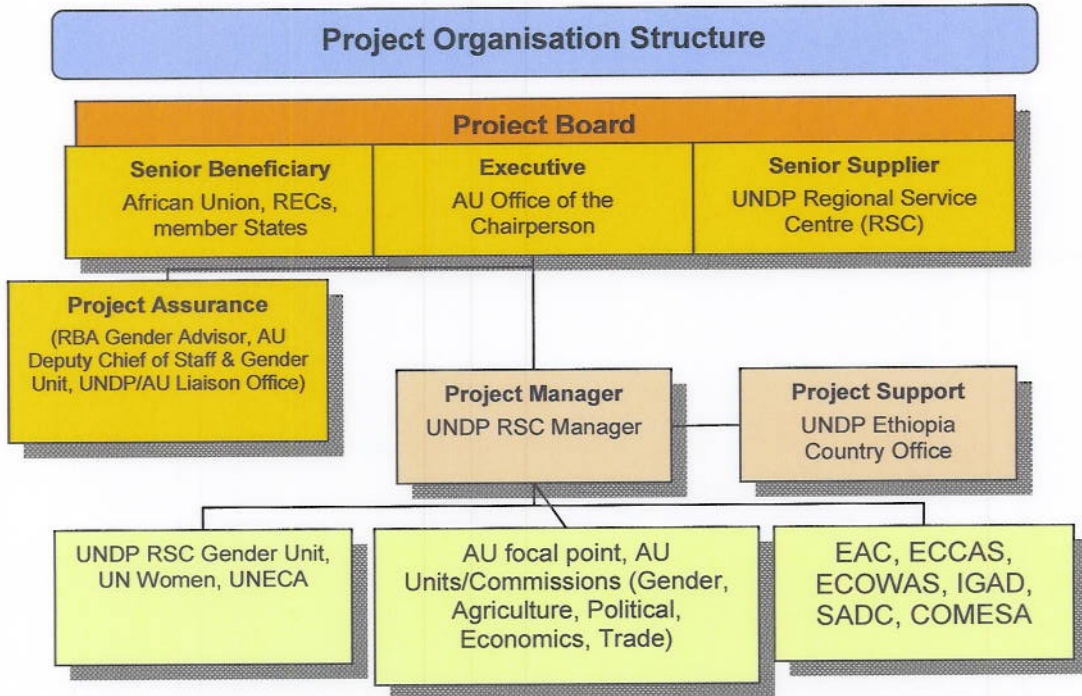
<p>Enhanced integration of gender equality in institutional planning, budgeting and monitoring processes at regional level (AU, RECs)</p> <p>Indicators:</p> <p>5a # regional & sub-regional plans, budgets & monitoring systems that integrate gender equality</p> <p>5b # learning/knowledge products developed and disseminated</p> <p>5c # planning and budget experts trained</p>	<p>4.5 Brief on status of gender parity in regional governance bodies compiled and publicized</p> <ul style="list-style-type: none"> • Prepare brief • Disseminate 	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>FEMNET, AUC (Chair, Commissioners), AU (Presidency)</p>	<p>UNDP</p>	<p>Consultants, Communication Products, Database, Travel, Media Events</p>	<p>50,000</p>
<p>5.1 Technical advisory services provided to the integration of gender equality in planning, budgeting and monitoring at the regional, sub-regional and sector levels</p> <ul style="list-style-type: none"> • Assess level of integration of GE in plans, budgets and monitoring systems at sub-regional level • Codify and disseminate best practice in integrated GE in sector level planning processes at sub-regional level • Promote participation of GE experts in sub-regional planning processes 	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>AU, RECs, UNDP RSC, AU Gender, UN Women, UNECA</p>	<p>UNDP</p>	<p>Consultants, Travel, Consultations</p>	<p>250,000</p>	
<p>5.2 Learning/knowledge products developed on best practices for integrating gender equality in trade and economic development, regional integration, social affairs, peace and security, and energy and the environment.</p> <ul style="list-style-type: none"> • Review existing knowledge products & identify strengths and weaknesses • Disseminate knowledge products and best practice in integrating GE in trade, regional integration, agriculture, peace & security, energy and environment 	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP RSC, AU (DTI, DREA, WGDD) Gender, UN Women, UNECA</p>	<p>UNDP</p>	<p>Consultants, Travel, Fees, Reporting, Communication</p>	<p>250,000</p>	
<p>5.3 Training for planning and budget experts at regional, sub-regional level using distance based learning platforms</p> <ul style="list-style-type: none"> • Support curriculum development in regional training institutions for courses on integrating GE in plans, budgets and monitoring • Carry out training in partnership with regional training institutions • Follow up of experts trained in GE mainstreaming and promote sub-regional experience sharing networks 	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP RSC, AU WGDD, UN Women, UNECA</p>	<p>UNDP</p>	<p>Staff costs</p>	<p>300,000</p>	
<p>2. Project Management and Support</p>	<p>Project Staff</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>			<p>Consultants, Travel</p>	<p>50,000</p>	
	<p>Project Monitoring</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>			<p>Materials</p>	<p>100,000</p>	
	<p>Communications</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>			<p>Materials</p>	<p>50,000</p>	
	<p>Office Supplies</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>			<p>Materials</p>	<p>50,000</p>	
<p>TOTAL</p>										<p>6,200,000</p>	



VII. MANAGEMENT ARRANGEMENTS

56. This regional project will be directly executed by UNDP RBA Regional Service Centre under the supervision of the African Union office of the Chairperson and in close collaboration with the Regional Economic Commissions. A Regional Project Steering committee co-chaired by the AU Commission Chairperson and the UNDP RBA Director, with membership from a core group of project partners with specific roles in implementation will provide strategic direction for project implementation. The Board will be responsible for approving Annual Work Plans and allocation of project resources. The Board will also support efforts to mobilise additional project resources for project implementation.
57. The Regional Service Centre will work with existing UN and UNDP mechanisms for collaboration with the African Union including the UNDP/AU Liaison Office and other UN Regional Programs working with the AU and RECs e.g. UN Women, UNECA, ITC, and IFAD. The Regional Service Centre will ensure internal coherence of support provided to the AU through various components of the RBAs Regional Programme including MDGs achievement, Gender, Governance, Peace and Security and Environment. Operational backstopping for project implementation will be provided by the UNDP Ethiopia Country Office.
58. The AU will lead in the implementation of the project, provide strategic leadership and ensure project coherence with AU entities including the Gender Unit, and relevant Departments such as Political Affairs, Economic Affairs, Peace and Security, Trade and Industry, and Rural Economy and Agriculture as well as the participation of all Regional Economic Communities.
59. A project manager situated in the Regional Service Centre will be responsible for ensuring the day to day supervision of project components. The Project Manager will be supported by the UNDP RBA Gender Advisor and work closely with the AU Office of the Chairperson as well as focal person in each Regional Community. The Project Manager will collaborate effectively with UNDP BDP Gender Advisors as well as UNECA and UN Women Regional Programs. The project manager will be responsible for contributing to regional coordination mechanisms including the "Regional Coordination Mechanism" where UN agencies and AU provide coordinated support to the AU Business Plan.
60. The project manager will be responsible for developing and maintaining a project management tool that identifies and tracks existing UN and donor funded programmes of support to the AU and REC that are working to achieve women's economic empowerment and political participation. This tool will ensure appropriate linkages and synergies are exploited, appropriate divisions of labor are negotiated, and the catalytic impact of RBA's regional gender project. The tool will be useful in mobilizing additional resources.





VIII. MONITORING FRAMEWORK AND EVALUATION

61. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the regional project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Program Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Program Progress Reports (PPR) shall be submitted by the Program Manager to the Project Board through Program Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Program Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

62. Evaluation. Attach the evaluation plan for the RPD.

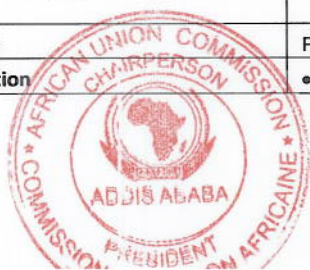
63. Resource mobilization. This section covers the proposed strategy for resource mobilization (financial and in-kind);

64. The proposed project will be funded from core UNDP resources in the first year and seek to mobilise additional funds for the following years. A detailed resource mobilization plan will be developed in the first six months of project implementation.

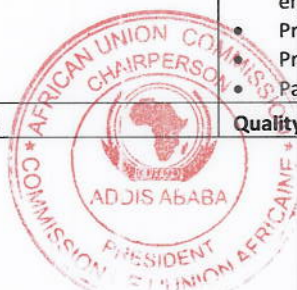


Quality Management for Project Activity Results

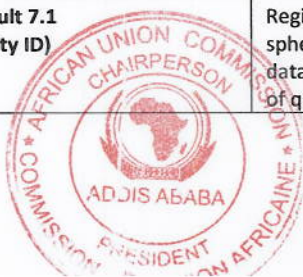
OUTPUT 1: African women's farming enterprises have increased productivity		
Activity Result 1.1 (Atlas Activity ID)	<i>Best practice/models for increased women's access to Credit Insurance Schemes in each sub-region identified and lessons learned codified to support upscaling at regional level</i>	Start Date: 2013 End Date: 2015
Purpose	<i>Codification and dissemination of best practice to support upscaling</i>	
Description	<ul style="list-style-type: none"> Identify successful models (at least one in each sub-region) Codify best practice & develop plan of action Validation and dissemination 	
Quality Criteria # Models for Credit Insurance Schemes codified/upscaled	Quality Method <i>Reports on best practice & upscaling</i>	Date of Assessment 2015
Activity Result 1.2 (Atlas Activity ID)	<i>Models for ICT/SMS based access to extension and marketing information identified</i>	Start Date: 2013 End Date: 2015
Purpose	<i>Codification and dissemination of best practice to support upscaling</i>	
Description	<ul style="list-style-type: none"> Identify successful models Codify best practice & develop plan of action Validation and dissemination 	
Quality Criteria #ICT based extension and marketing information system identified/upscaled	Quality Method Reports on best practice & upscaling	Date of Assessment 2015
Activity Result 1.3 (Atlas Activity ID)	<i>Implementation of commitments to AU policy framework for enhancing women's ownership of land supported at regional and national levels.</i>	Start Date: 2013 End Date: 2015
Purpose	<i>Support to implementation of AU Policy on women's ownership of land</i>	
Description	<ul style="list-style-type: none"> Identify and codify best practices Provide TA to policy development and land reform processes 	
Quality Criteria # RECs successfully implementing commitments on women's land ownership	Quality Method Progress reports on implementation of AU commitments	Date of Assessment 2015
Activity Result 1.4 (Atlas Activity ID)	<i>Dedicated resources for women in existing AU and Regional CAADP investment plans mobilized</i>	Start Date: 2013 End Date: 2015
Purpose	Mobilise dedicated resources for women in CAADP investment plans	
Description	<ul style="list-style-type: none"> Identify and codify best practice Support policy dialogue and awareness raising 	
Quality Criteria Level of resources for women mobilized for CAADP investment plans	Quality Method Progress reports on CAADP implementation at regional and national levels	Date of Assessment 2015
Activity Result 2.1 (Atlas Activity ID)	<i>Best practice in promoting Women-led/managed cooperatives inform policy & practice at regional level</i>	Start Date: 2013 End Date: 2015
Purpose	Codification and dissemination of best practice to influence policy and practice at regional level	
Description	<ul style="list-style-type: none"> Identify best practice in each sub-region Codify lessons learned and disseminate Support development of plan of action for up-scaling in each sub-region Seed funding for pilot public-private initiative 	
Quality Criteria # women led & managed cooperatives linked at regional level & best practice disseminated	Quality Method Reports on best practice & upscaling	Date of Assessment 2015
Activity Result 2.2 (Atlas Activity ID)	<i>RECs programs that facilitate women's access to regional markets strengthened</i>	Start Date: 2013 End Date: 2015
Purpose	Facilitation of women's access to regional markets	
Description	<ul style="list-style-type: none"> Capacity gap assessment of regional market initiatives 	



	<ul style="list-style-type: none"> TA to integrate women's issues Support to women's participation in regional trade policy development	
Quality Criteria #ICT based extension and marketing information system identified/upscaled	Quality Method Reports on best practice & upscaling	Date of Assessment 2015
Activity Result 2.3 (Atlas Activity ID)	Innovative models for brokering virtual exchange between producers and buyers for food crops identified and upscaled (ICT & cell phones).	<i>Start Date: 2013</i> <i>End Date: 2015</i>
Purpose	Enhanced profitability through direct access to domestic markets	
Description	<ul style="list-style-type: none"> Identification of best practice Codification of lessons learned & dissemination Development of plan of action for upscaling Support to pilot at sub-regional level 	
Quality Criteria level of exchange of food crops through virtual brokering facility	Quality Method Monitoring Reports from exchange facility	Date of Assessment Annually
Activity Result 3.1 (Atlas Activity ID)	Women's access to quality assurance mechanisms/branding for export quality products facilitated within the region	<i>Start Date: 2013</i> <i>End Date: 2015</i>
Purpose	Facilitate women's access to mechanisms for enhancing product quality	
Description	<ul style="list-style-type: none"> Identify best practice at national and sub-regional levels Codify lessons learned and disseminate Facilitate women's access to Quality Assurance Mechanisms/ training in producing export quality products 	
Quality Criteria # Women accessing quality assurance mechanisms	Quality Method Reports from service providers	Date of Assessment 2015
Activity Result 3.2 (Atlas Activity ID)	Regional trade protocols incorporate the needs and priorities of women traders (support to development and implementation)	<i>Start Date: 2013</i> <i>End Date: 2015</i>
Purpose	Regional trade protocols integrate women's needs.	
Description	<ul style="list-style-type: none"> Identify best practice and capacity gaps in existing trade protocols at sub-regional level Provide TA to policy development Facilitate women's participation in policy making processes at sub-regional level 	
Quality Criteria # Regional trade protocols that specifically target women traders	Quality Method Reviews of regional trade protocols	Date of Assessment 2015
Activity Result 4.1 (Atlas Activity ID)	Inter-regional mentorship programme by successful women and men entrepreneurs to develop skills of women entrepreneurs for high quality production functional	<i>Start Date: 2013</i> <i>End Date: 2015</i>
Purpose	Develop and implement inter-regional mentorship programme for women entrepreneurs	
Description	<ul style="list-style-type: none"> Develop mentorship programme based on best practice at regional/national level Select host institution and potential men and women mentors Facilitate participation of selected women entrepreneurs Document and follow up impact on women entrepreneurs (documentary) 	
Quality Criteria # women mentored through project & follow up impact documented	Quality Method Mentorship programme progress reports and review	Date of Assessment 2015
Activity Result 4.2 (Atlas Activity ID)	Documentation of success stories of innovative and growth-oriented African women entrepreneurs and systematic promotion through trade publications supported ('Women Mean Business')	<i>Start Date: 2013</i> <i>End Date: 2015</i>
Purpose	Showcasing successful women entrepreneurs as role models, contribute to changing perception	
Description	<ul style="list-style-type: none"> Select women entrepreneurs in each sub-region in consultation with national and regional chambers of commerce/NGOs (consider a competition & speaking engagements) Profile successful women entrepreneurs in trade publications Prepare documentary Partner with Media institutions to disseminate widely 	
Quality Criteria	Quality Method	Date of Assessment



#success stories produced in print and audio-visual media	Reports in publications, documentaries	2015
Activity Result 5.1 (Atlas Activity ID)	Inclusion of more young women in NEPAD sub-regional incubation centres (including seed funding) supported	<i>Start Date: 2013 End Date: 2015</i>
Purpose	Enhance access to business development services by women entrepreneurs	
Description	<ul style="list-style-type: none"> • Identification of barriers to women's participation in NEPAD sub-regional incubation centres • Develop plan of action for enhancing performance of NEPAD sub-regional incubation centres • Facilitation of for women entrepreneurs to access incubation centres • Provide seed funding for startups, monitor progress and disseminate best practice for upscaling 	
Quality Criteria # women reached through sub-regional incubation centres	Quality Method Annual reports from sub-regional incubation centres	Date of Assessment 2015
Activity Result 5.2 (Atlas Activity ID)	Platform for identifying and publicizing new enterprises by young women, linking to potential financiers and providing information on available public and private sector funding opportunities for women entrepreneurs initiated and results monitored and disseminated	<i>Start Date: 2013 End Date: 2015</i>
Purpose	Enhance access by young women entrepreneurs to financing	
Description	<ul style="list-style-type: none"> • Platform design (IT based) • Identification of public/private sector funding opportunities at national and sub-regional levels • Identification of young women entrepreneurs 	
Quality Criteria # young women enterprises featured on platform & impact documented	Quality Method Progress reports	Date of Assessment 2015
Activity Result 6.1 (Atlas Activity ID)	Awards for a) women leaders with distinction and b) male role models/gender champions based on nomination by sub-regions and countries created	<i>Start Date: 2013 End Date: 2015</i>
Purpose	Enhance visibility of women leaders	
Description	<ul style="list-style-type: none"> • Identify award winners • Prepare documentary on each recipient • High media profile award event linked to AU calendar 	
Quality Criteria # women/male champions selected and awarded	Quality Method Annual reports	Date of Assessment 2015
Activity Result 6.2 (Atlas Activity ID)	Innovative public debates on gender equality principles and inter-active dialogue on different perceptions/viewpoints by women, men and various constituencies to stimulate public discussion and social norm change facilitated and publicized	<i>Start Date: 2013 End Date: 2015</i>
Purpose	Advocacy and awareness raising on gender equality principles	
Description	<ul style="list-style-type: none"> • Design inter-active dialogue series using various media • Select project partners to lead discussion • Arrange at least 2 dialogues 	
Quality Criteria #debates held	Quality Method Reports on debates and public reviews	Date of Assessment 2015
Activity Result 6.3 (Atlas Activity ID)	Mechanism for regional/sub-regional women's parliamentary caucus peer information and experience exchange functional	<i>Start Date: 2013 End Date: 2015</i>
Purpose	Women leader's peer support networks strengthened	
Description	<ul style="list-style-type: none"> • Review performance of existing peer support and exchange mechanisms for parliamentarians at sub regional level • Design an electronic platform for enhanced networking and peer to peer support • Implement platform in at least one sub-region & launch at annual meeting per year 	
Quality Criteria # women's parliamentary peer support networks supported	Quality Method Annual Reports	Date of Assessment 2015
Activity Result 7.1 (Atlas Activity ID)	Regional profiling of women leaders across public and private spheres completed, publicized (initial volume of a living database) and used in high-level advocacy to promote inclusion of qualified women in candidate rosters	<i>Start Date: 2013 End Date: 2015</i>



Purpose	Database of capable women's leaders developed and publicised to influence selection and placement in regional and national bodies	
Description	<ul style="list-style-type: none"> • Participatory selection of women leaders • Compilation of regional profiles • Development and dissemination of database 	
Quality Criteria Proportion of seats in regional public boards, tribunals and commissions held by women	Quality Method Annual Reports	Date of Assessment 2015
Activity Result 7.2 (Atlas Activity ID)	Brief on status of gender parity in regional governance bodies compiled and publicized	<i>Start Date: 2013</i> <i>End Date: 2015</i>
Purpose	Showcase compliance with regional and sub-regional commitments on gender equality in leadership	
Description	Prepare and disseminate brief	
Quality Criteria # references made to regional briefs in media and regional conferences	Quality Method Media reports & meeting reports	Date of Assessment 2015
Activity Result 8.1 (Atlas Activity ID)	Technical advisory services provided to the integration of gender equality in planning, budgeting and monitoring at the regional, sub-regional and sector levels	<i>Start Date: 2013</i> <i>End Date: 2015</i>
Purpose	Integrate GE considerations in plans, budgets and monitoring systems at regional and sub-regional levels	
Description	<ul style="list-style-type: none"> • Assess level of integration of GE in plans, budgets and monitoring systems at sub-regional level • Codify and disseminate best practice in integrated GE in sector level planning processes at sub-regional level • Promote participation of GE experts in sub-regional planning processes 	
Quality Criteria # regional & sub-regional plans, budgets & monitoring systems that integrate gender equality	Quality Method Annual reviews of plans, budgets and monitoring systems	Date of Assessment 2015
Activity Result 9.1 (Atlas Activity ID)	Learning/knowledge products developed on best practices for integrating gender equality in trade and economic development, regional integration, social affairs, peace and security, and energy and the environment.	<i>Start Date: 2013</i> <i>End Date: 2015</i>
Purpose	Develop and disseminate tools and techniques for integrating GE at regional, sub-regional and sector levels	
Description	<ul style="list-style-type: none"> • Review existing knowledge products & identify strengths and weaknesses • Disseminate knowledge products and best practice in integrating GE in trade, regional integration, 	
Quality Criteria # learning/knowledge products developed and disseminated	Quality Method Annual Reports	Date of Assessment 2015
Activity Result 9.2 (Atlas Activity ID)	Training for planning and budget experts at regional, sub-regional level using distance based learning platforms	<i>Start Date: 2013</i> <i>End Date: 2015</i>
Purpose	Cadre of budget and planning experts with experience in mainstreaming GE developed	
Description	<ul style="list-style-type: none"> • Support curriculum development in regional training institutions for courses on integrating GE in plans, budgets and monitoring • Carry out training in partnership with regional training institutions • Follow up of experts trained in GE mainstreaming and promote sub-regional experience sharing networks 	
Quality Criteria # planning and budget experts trained	Quality Method Annual Reports, training reports, follow up reports	Date of Assessment 2015



IX. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated regional activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAA's for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof

This project will be executed by UNDP in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The responsibility for the safety and security of the African Union ("Implementing Partner") and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder 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 Project Document.

X. ANNEXES

I. Risk Analysis.

II. Project Results Chain



OFFLINE RISK LOG

Project Title: Promoting Women's Economic Empowerment and Political Participation in Africa Award ID: Date: 2013-2015

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	Enter a brief description of the risk	When was the risk first identified	Environmental, Financial, Operational, Organizational, Political, Regulatory, Strategic, Other	Describe the potential effect on the project if this risk were to occur	What actions have been taken/will be taken to counter this risk	Who has been appointed to keep an eye on this risk	Who submitted the risk	When was the status of the risk last checked	e.g. dead, reducing, increasing, no change
1	Inadequate funding mobilized to realize the scale of the programme beyond the core funding from UNDP	2013	Financial	Lack of funding will constrain the coverage of project activities and constrain the achievement of intended outcomes P = 3 (medium) I = 5 (high)	Develop resource mobilization strategy at programme inception and support resource mobilization at all levels	Project Board	2013	2013	No change
3	Inadequate capacity at AU and Regional Communities in codifying and disseminating lessons learned	2013	Operational	Limited capacity will delay the achievement of project objectives and translation of results into long term change P = 3 (medium) I = 5 (high)	Strengthen capacity for codification and experience sharing across countries in RECs	Project Manager	2013	2013	No change
4	Low willingness of member states and regional communities to implement commitments and prioritize issues of women's economic empowerment and political participation	2013	Political	Low political willingness will threaten the adoption of innovations proposed by the project P = 2 (low) I = 5 (impact)	Carry out advocacy and lobbying throughout the programme to highlight relevant issues, identify and work with champions and build coalitions at all levels.	Project Board/AU	2013	2013	Reducing
5	Poor harmonization of programme interventions with ongoing AUC interventions on gender as well as other UN and donor supported interventions and regional level hampers programme impact	2013	Organizational	Lack of coherence will limit the effectiveness of project resources due to duplication of effort and completion for limited capacity. P = 3 (medium) I = 4 (medium high)	Ensure adequate tracking of ongoing interventions on women empowerment to and participate in regional coordination mechanism and support harmonization of support to AUs and RECs	Project Manager	2013	2013	No change
6	Inadequate project management arrangements - over-stretched project personnel in UNDP and AUC	2013	Organizational	Lack of dedicated project focal points in UNDP and AUC with enough time to oversee project implementation may lead to delays and poor quality results P = 3 (medium) I = 5 (high)	Ensure adequate provisions are made for full time dedicated personnel to oversee project implementation and ensure coordination and harmonisation with existing programmes	Project Board (AU and UNDP)	2013	2013	No Change

