

UNITED NATIONS DEVELOPMENT PROGRAMME

Empowered lives.
Resilient nations.**PROJECT DOCUMENT****REGIONAL PROGRAMME FOR AFRICA****Project Title:** UNDP-AUC Joint Programme for African Young Women Leaders Fellowship**Project Number:** UNDP/NEW**Implementing Partner:** UNDP**Start Date:** 1 November 2020**End Date:** 31 October 2023 **PAC Meeting date:** 18-30 September 2020**Brief Description**

The project will engage young African women with leadership qualifications to serve as Fellows in international development working environments. The goal is to develop women global leaders and promote African expertise while supporting an Africa-wide network of outstanding young women professionals, who will spur innovation, South-South cooperation, and development exchange.

The project aligns with the AU's Agenda 2063, the AU Gender Equality Strategy and the One million by 2021 initiative; with UNDP's Strategic Plan, Gender Equality Strategy and People for 2030 Strategy as well AUC-UN African Women Leaders Network. Further, it responds to Africa's development priorities and emerging challenges, to bring forward a new generation of young African women leaders and experts for Africa and the world – with expertise in designing and implementing development programmes to achieve the SDGs and Agenda 2063.

UNDP will work with the AU and member states to enhance women's leadership and representation in public and private institutions through targeted leadership training and capacity development that changes the perception of young women's place in decision-making positions. UNDP will place exceptional young African women in UNDP and other UN agency offices at headquarters, regional and country level to contribute to enhanced gender parity, and people-centred and planet-sensitive structural transformation in Africa and globally. The programme aims:

- (i) To create a diverse pool of talent in integrated SDG implementation, to enhance organisational efficiency and contribute to more responsive and effective policies and programs.
- (ii) To equip outstanding young African women leaders with the skills and experience required to advance the SDGs and contribute effectively to decision making in public, private and multilateral institutions.
- (iii) To develop a network of African young women professionals who will engage in promoting innovative, sustainable and inclusive development through South-South development exchange.

Contributing Outcome:

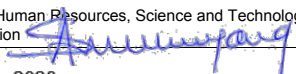

Regional growth is inclusive, sustainable, with reduced economic inequalities, and characterised by structural transformation (Regional Programme Outcome 2)

Indicative Outputs, all with gender marker 3:

- (1) Expanded talent pool of African young women leaders [GEN 3]
- (2) Increased leadership and integrated SDG expertise [GEN 3]
- (3) Enhanced south-south development exchange networks [GEN 3]

Total resources required USD:	8,973,000	
Total resources allocated:	UNDP TRAC:	3,600,000
	Donor:	
	Government:	
	In-Kind:	
Unfunded:	5,373,000	

Agreed by (signatures):

African Union Commission	UNDP	
Print Name: H.E. Sarah Mbi Enow Anyang The Commissioner for Human Resources, Science and Technology African Union Commission 	Print Name: Ahunna Eziakonwa  UNDP Africa Regional Director	
Date: 13 November 2020	Date: 09-Nov-2020	

[Note: **Table of Contents** is shown on last 2 pages, 46-47; **Abbreviations and Acronyms** are given in Annex 7]

I. DEVELOPMENT CHALLENGE

Africa today enjoys a resource matched by few regions of the world: a burgeoning population of youth. By 2050, Africa is projected to have the youngest labour force in the world.¹ This population structure offers a “demographic dividend” to countries that will raise a new generation of transformative leaders. Efforts to provide suitable education and training to young men and women are being made across the continent and African women are achieving higher education levels as never before, beginning to close the gender gap. Girls today can expect to achieve an average of 9.3 years of schooling (compared with 10.4 years for boys); close to 30 per cent of adult women have completed or have some secondary education (although for adult men this number is close to 40 per cent).² Young women have closed the gender gap in college-level education, from 63 per cent of the proportion of men enrolled in 2008, to 73 per cent a decade later.³

But the promised returns to educational attainment are not borne out everywhere for these young women. Certainly, women are prominent in the private sector. However, while women are a source of economic vitality across Africa, discrimination hinders their opportunities in many sectors. There are fewer women in leadership positions as a whole, in public and private sectors taken together: when all decision-making posts, including top and middle management, are considered, African women’s share ranks below the global average (a share of 0.33 compared with a global average of 0.37).⁴ Women in Africa face particularly high barriers to becoming leaders, and this gap is especially marked in public institutions – whether in public services, government, international agencies or political bodies.

The 2016 UNDP Human Development Report on gender equality reviewed continuing efforts of African countries to accelerate the pace of assuring women’s empowerment across all spheres of society. It underlined uneven results in the public sector, where many states fell below the one-third target for women in leadership posts in public administration – which had been adopted in UN bodies in 1990 and 1995. It recalled, “*without a critical mass of women in public administration, who generally represent more than half of the population, African countries may not be able to tap into the full potential of their national workforce, capacity and creativity.*”⁵

Talented young women have great potential to become transformative leaders, yet few programs exist specifically to develop their leadership capacity. Leadership is key to fully harnessing Africa’s existing physical assets, human capital and technology and innovation; but there are significant gaps in capabilities and opportunities for women, particularly in

¹ World Economic Forum, cited in *Brookings 2018*, <https://www.brookings.edu/blog/africa-in-focus/2018/09/20/figures-of-the-week-africas-growing-youth-population-and-human-capital-investments/>

² UNDP *HDR 2019*: Table 4 p. 315; Table 5 p. 319) <http://hdr.undp.org/sites/default/files/hdr2019.pdf>

³ World Bank/UNESCO 2019. School enrolment, tertiary; female: male (Sub-Saharan)
<https://data.worldbank.org/indicator/SE.TER.ENRR.FE?locations=ZG>

⁴ Leah Netopia 2019. Challenges and opportunities for African women in leadership roles <https://www.businesschief.eu/leadership/challenges-and-opportunities-african-women-leadership-roles>

⁵ Africa HDR 2016 PP 79-80. Citing UN ECOSOC; BP4A

leadership of the public and private institutions that drive Africa's transformation. This impediment acts as a brake on Africa's efforts to accelerate economic and social transformation and incurs huge social and economic costs.

Both AU and UNDP strategy documents affirm that gender parity enhances public sector responsiveness and accountability, and that women's participation unlocks creativity, productivity and growth in the private sector. It is estimated that sub-Saharan Africa lost 105 billion USD from gender inequality in the labour market alone in 2014 and only 2 of a sample of 11 African countries have more than 30% women at decision-making levels in public administration (UNDP, 2016).⁶

Underlying this disparity are persisting gender gaps in education, relevant skills, networks and mentorship as well as discriminatory social norms and institutions including child marriage, female genital mutilation, violence against women and girls, to name but a few. These existing gender gaps could widen as more young women and men enter the labour market, since unemployment is currently higher for women than for men. For instance, as of 2019 the unemployment rate among young men was at 10.5 compared to 11.1 for young women⁷. It is estimated that Africa's youth population will increase by 105 million between 2015 and 2030 (UNDESA, 2017). Unless barriers to women's labour force participation are addressed, the existing gender gap of 9 percentage points between women and men's participation in the labour force is likely to increase.⁸ Barriers include a gender-segregated labour market, legal discrimination, fewer women encouraged to work in scientific or technological fields, and the unequal care burden that results in more women than men engaged in low paid, low productivity work (UNDP, 2018) and unpaid work. On average, women work more than 3 hours per day for housework and unpaid care compared to men.⁹ There is agreement that achieving the SDG goal of full and productive employment for all requires not only enhanced job creation but raised productivity, skills and access to jobs for marginalised groups and communities.

The African response to the Covid pandemic, as elsewhere, has drawn on the skills and knowledge of women serving in health and social services. Worldwide, women account for 70% of health and social sector workers (nurses, midwives and housekeepers). In addition, there is an average gender pay gap of 28% in these sectors, which can worsen in times of crisis.¹⁰ These women are making an enormous contribution, yet they are disproportionately affected by the economic shutdowns and confinement. Moreover, despite the fact that they are often at the front line in engagement with communities, women's representation in policy development and decision making at national level and regional/local authority level/hospital level on COVID-19 has been limited. Most COVID-19 task forces are mainly composed of men. The experience of the pandemic, in a world that may expect recurrences, has shown the need for a new generation of leaders who are competent, collaborative and compassionate. The women who are showing their abilities in this crisis need to be networked, to share their learnings and safeguard their gains.

Africa continues to see low representation of women in areas of emerging technological advances and in STEM fields. Yet these technologies are key to addressing Africa's complex human security challenges – such as poverty, food insecurity, inequality and vulnerability to economic, social, environmental and climate change related shocks. Bringing in more women role models and leaders in these fields requires aligning skills for present and future jobs, implementing gender-sensitive networked solutions, and encouraging women's participation in networks that foster innovation and development exchange.

Responses

UNDP is committed to leveraging diversity, gender equality and empowering women and girls as a pathway to achieving the SDGs through its Strategic Plan (2018-2021), Gender Equality Strategy (2018-2021), People Strategy (People for 2030) and UNDP Offer in Africa (Africa's Promise). One of the six strategic impact areas under UNDP's Offer in Africa, Africa's Promise

⁶ UNDP Africa 2018 *Closing gender gaps in labour and productive resources in Africa*

<https://www.africa.undp.org/content/rba/en/home/library/reports/closing-gender-gaps-in-labour-and-productive-resources-in-africa.html>

⁷ https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/briefingnote/wcms_737670.pdf

⁸ UNDP HDR 2019 (*Op.cit.*) Table 5) <http://hdr.undp.org/sites/default/files/hdr2019.pdf>

⁹ <https://www.undp.org/content/undp/en/home/blog/2020/what-does-coronavirus-mean-for-women.html>

¹⁰ <https://www.who.int/hrh/resources/gender-equity-health-workforce-analysis/en/>

focuses on Women and Youth Employment and Empowerment. Its Africa country and regional projects take on this commitment through four inter-connected pathways:

- a. implementing legal reforms for more gender equality
- b. engaging women and girls in decision making at all levels including in conflict resolution and peace consolidation
- c. eliminating discriminatory social institutions that block women's and girls' health and education
- d. providing equitable access to economic, financial and natural resources.

As examples: a gender seal certification for the private sector initiative in Uganda, Rwanda, Gambia and South Africa has over 50 organisations working to enhance gender equality in the workplace. Gender equality is integrated in regional initiatives to promote stabilisation, resilience and peace consolidation in the Sahel and the Horn of Africa. Youth economic empowerment and leadership capacity is expanding, 4 million young Rwandese are connected to role models, resources, skills and productive employment through Youth Connekt.

The African Union is currently implementing its flagship *One million by 2021* initiative and Youth Volunteer programme, alongside its Strategy for Gender Equality and Women's Empowerment (2018-2028) that guides the continent's commitments to peace, prosperity and security. It is informed by existing legal and policy frameworks and based on four pillars:

- a. Maximizing outcomes, opportunities and technology dividends
- b. Dignity, security and resilience
- c. Effective laws, policies and institutions
- d. Leadership, Voice and Visibility.

This complements the AU's *One million by 2021 Initiative* that aims to reach Africa's youth through employment, education, engagement and entrepreneurship; the Agenda for African Women's Decade (2010-2020) that aims to empower women and girls across Africa by fighting poverty, promoting economic empowerment of women and entrepreneurship, ensuring women's equal participation and representation in decision-making and building gender-responsive institutions. The AU, UN-Women and Germany have also established an African Women Leaders Network platform with a focus on governance, peace and security, finance, youth, agriculture and social mobilisation.

The African Union and UNDP collaborate under the umbrella of the AU-UN Partnership Frameworks on Peace, Security and Development as well as the AUC-UN African Women Leaders Network to drive gender equality in Africa. This includes the AU Gender Strategy 2018-2028 which was adopted in 2018, the development and implementation of the AU Continental Result Framework on Women Peace and Security 2018-2028, and the All for Maputo Protocol Programme and roadmap for full ratification by 2020. The two institutions have agreed to deepen engagement by pursuing new partnership opportunities and promoting active engagement with member states, and with youth, the private sector, and opinion leaders.

Lessons learned from the African Young Women Leaders (AYWL) pilot initiative, the UNDESA fellowship policy model and from reviews of UNDP's previous regional project (2014-2017) on reducing gender inequality and promoting women's empowerment, and of initiatives on youth leadership and workplace gender equality point to several comparative advantages in effectively recruiting, mobilising and managing a distributed network of diverse Fellows. UNDP draws on significant corporate assets such as its in-depth knowledge anchored in a strong worldwide country office network and strategic partnerships. UNDP succeeded in creating a dedicated pool of gender experts through the Gender-Aware Economic Policy Initiative (GEPMI) and the Master's Programme on Gender Economics in partnership with UNIDEP and Makerere University. Over 147 female and male policy makers and practitioners improved their capacity in gender-responsive MDG-based economic policies and plans.

Guided by lessons learned, UNDP is now focusing on

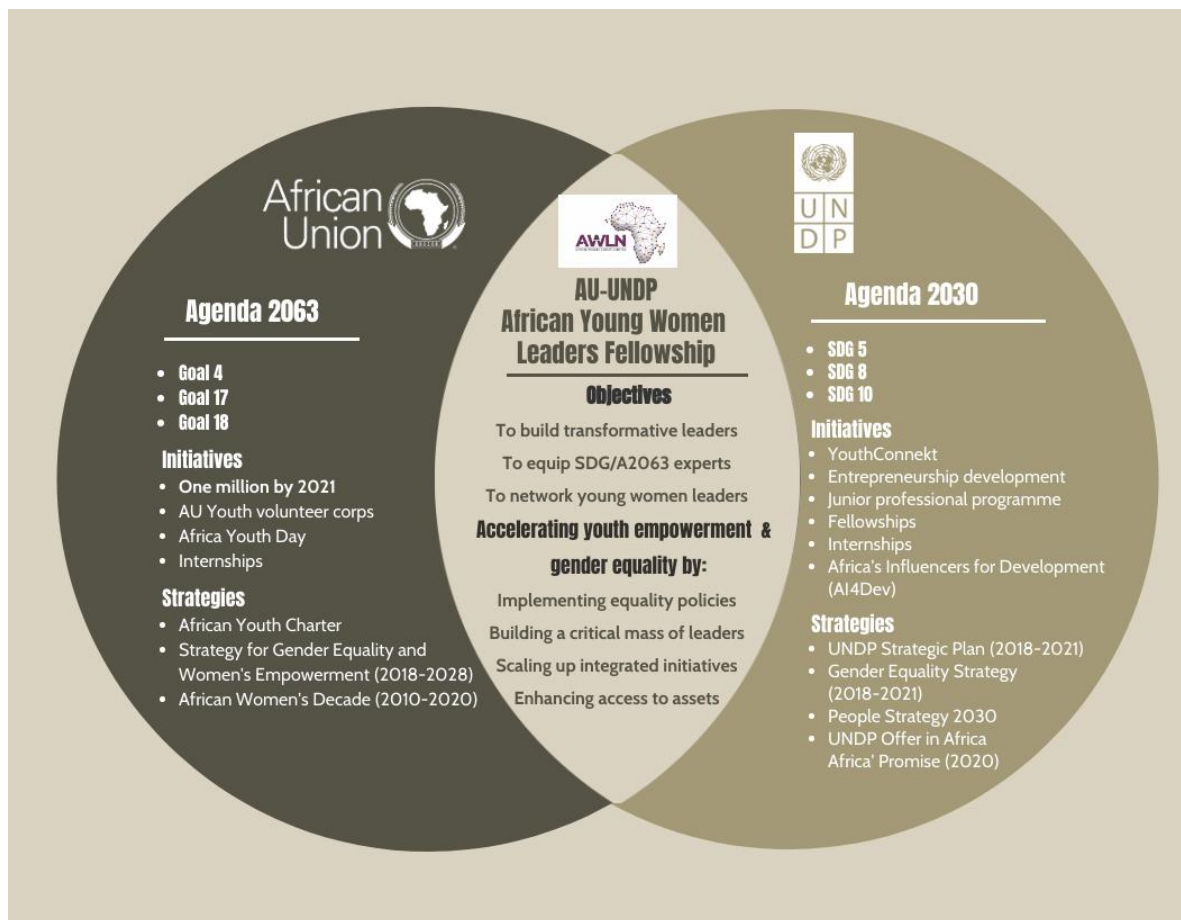
- strategic engagement with decision makers,
- ensuring sustainability through brokering partnerships with diverse actors, and
- enhancing synergies with other development initiatives on women's empowerment and leadership using integrated approaches and solutions.

The proposed project will catalyse regional and national processes to accelerate implementation of commitments to gender equality and women's empowerment. The goal will be to move beyond reaching women as beneficiaries to empowering women by expanding their agency, influence, choices and capabilities.

In line with African Union's Agenda 2063, the AU Gender Equality Strategy (2018-2028), UNDP's Strategic Plan, Gender Equality Strategy (2018-2021), People Strategy (People for 2030) and UNDP's Offer in Africa responding to Africa's development priorities and emerging challenges, the proposed project provides mechanisms for stimulating African Women's integration in leadership of public and private institutions. It also offers opportunities for testing new modalities and for fast-tracking implementation of support to young women's leadership capacity development that can be scaled up. The main beneficiary of this regional project will be the African Union and Member States. It will be implemented by UNDP Africa in close collaboration with the African Union Commission.

II. STRATEGY AND THEORY OF CHANGE

This project will contribute to building a critical mass of women leaders who can be engaged in decision making at all levels that UNDP can leverage to enhance diversity and organisational effectiveness. Equally, African countries can draw from this pool to reach national development goals and accelerate the achievement of Africa's transformation agenda. As noted in part I, this is one of the pathways to gender equality highlighted in the Africa HDR 2016 on accelerating gender equality and women's empowerment (GEWE*) in Africa: *building a critical mass of women in decision making at all levels*. The goals of the project equally address the African Youth Charter, AU strategy for GEWE 2018-2028 and the One million by 2021 initiative. The project's response to AU and global sustainable development agendas with the principle of "leaving no one behind (LNOB)" is illustrated in the areas of synergy in the diagram below.



By building transformative leadership capacity, equipping experts in SDG priority areas and facilitating a network of young African women leaders the pipeline of young African women capable of leading and influencing public and private institutions will be developed.

Theory of Change

The *Theory of Change* (ToC), described in this section and shown in Table 1 on the page following the narrative (and in graphic form in **Annex 1**), explains how UNDP and its partners will address the development challenge outlined in part 1, and why UNDP Africa has chosen the selected approaches.¹¹ It shows how the AYWL fellowship programme will contribute to building a critical mass of women leaders, in the contexts affecting the partner countries, prevailing gender identities and expectations, and the challenges of fostering young leaders for Africa's transformation goals.

As the TOC table and diagram (Annex 1) show, the point of departure ("the **Problem**") is the need for skilled and dynamic leadership, to bring about the transformative results that AUC and RBA strategies have put forward. While the youth demographic – which is large and growing - makes this generation potentially available to lead, some major stumbling blocks lie in the way: (1) among schooling and training curricula available and given the technological divide in developing countries, few programmes are offered to develop leadership; and (2) women are underrepresented – to the detriment of development outcomes. (These elements of the challenge are shown in the green row at the top of the diagram, and in the Problem statement of the table.)

Factors hampering women's participation in leadership roles (shown in the **Underlying and Structural causes** sections, in blue) include barriers erected that exclude women, particularly from decision-making positions. These are founded on traditional views stereotyping women's roles, and the frequent exclusion of young women from access to the skills, opportunities and models they would need. Table 1 below notes that there is a need to build programmes that explicitly seek out qualified young women, to give them an opportunity to carry out development work in UNDP and other development institutions. The envisaged assignments should engage the Fellows in practical and analytical experiences of development and programme management. The fellows will need frequent and fluid access to e-platforms, training and mentoring circles, and support to their own production of knowledge products on these same platforms and networks.

To meet the need for women's leadership training, mentoring and modelling, the project will carry out a programme of **Activities**, grouped in three areas, as shown on the diagram (and in Annex 1) along the purple rows. Beginning in late 2019, the pilot launched a first group of fellowships that placed qualified young women in UNDP offices across Africa and in its regional and global offices. With high-level support from UNDP and AUC partners, the project will now expand its search for young women with leadership potential across the 54 countries of the AU. UNDP will collaborate with AU in matching/pairing the selected fellows with the relevant assignments and duty stations.

The key approach used by the pilot and proposed for the full project is illustrated on the diagram, under the **Output** areas. The fellowship extends to this cadre of successful candidates the opportunity to work with experienced senior leaders and mentors, with direct, hands-on participation in programme activities and SDG projects. As part of the learning journey of the fellows, they will take advantage of training, and mentoring circles, via access to e-learning and networking platforms, and will themselves be supported to learn to produce their own reporting and to share knowledge products.

Using the table, below, the ToC chain of results is demonstrated explicitly as a sequence of outputs and outcomes to be expected from the activities programmed, under the assumptions used and with the reserve of certain risks to which the project may be exposed. These assumptions and risks permit the project managers to verify reasons behind any failure to achieve expected results, and to make appropriate adjustments.

¹¹ A theory of change describes how we believe that change could be made to happen and outlines the main elements for that change. It seeks to identify how we think that different factors could interact in relation to the change and what the underlying assumptions and risks are (UNDP LAC 2016).

(This same results chain is described in narrative form in part II, under Expected Results.)

Table 1 Theory of Change

Goal	Regional growth is inclusive, sustainable, with reduced economic inequalities, and characterised by structural transformation		
Goal/ Problem	Need for leadership in Africa's public and private institutions to drive transformation, to harness Africa's physical assets, human capital, technology and innovation, drawing on the high share of youth in the population and on the capacities of qualified young women		
Underlying causes	Across RBA-AUC region, women are not reaching their potential for leadership, and human development results are hampered as a consequence, because of traditional barriers and gender gaps in capacities and access, and scarcity of leadership programmes targeted to women		
Structural causes ToC statement	If (1) leadership programmes are built to target qualified young women (fellows), and (2) fellows are placed in UNDP offices with supervision by experienced personnel and access to mentors and role models, and (3) support is provided for them to gain experience, access to digital tools and technology, and to SDG analysis and programming, then (4) UNDP, AUC and other public and private institutions will have opportunities to support women in leadership roles for sustainable development, because (6) a pool of recognised, newly qualified and technically advanced women will be available for employment		
Outcomes	1. An expanded pool of African young women transformative leaders enhances the effectiveness of public and private institutions	2. Experienced women development experts contribute to the achievement of the SDGs and Africa's Agenda 2063, thereby reducing inequality and accelerating structural transformation	3. Enhanced networks of innovative young women leaders power development exchanges that identify and scale up development solutions
Outcome ToC	If (1) a significant cadre of qualified young women candidates are recruited and placed, and (2) the placements are supported by experienced supervisors and mentors in partnership with other UN agencies, AU and African Leadership Training institutions, and (3) training focuses on real leadership skills, then (4) more young women with on-the-job experience will be available for leadership roles in development institutions and Africa's public and private institutions, (5) because their experience and abilities will have been demonstrated in familiar leadership contexts	If (1) assignments are coordinated within HQ, Regional offices and COs, and (2) Equipment, coaching and supervision of fellows provides on- the-job training, and (3) support is provided for knowledge and communication products produced by fellows (editing, translation, e-publishing, dissemination), then (4) a larger pool of young women SDG experts will have more knowledge and capabilities, because (5) barriers to learning will have been overcome.	If (1) fellows are able to participate in a range of communities of practice, and (2) support is provided for development and facilitation of a digital collaboration platform of AYWLs, along with (3) support to periodic virtual dialogues and other e-platforms, then (4) an effective range of exchange networks will become available to young women leaders and innovators, because (5) these networks will be used by an increasingly large pool of fellowship alumnae as the programme continues.
Outputs	1. Expanded talent pool of African young women leaders for leadership in public and private institutions	2. Increased expertise in implementing integrated, gender-aware SDG approaches for emerging experts	3. Enhanced development exchange and codification of knowledge, innovation and South-South cooperation (SSC)
Key Assumptions	<ul style="list-style-type: none"> Fellows will have prerequisite technical knowledge, skills, and understanding of national development processes. Access will be provided to senior leaders who will take part in dedicated induction/support to provide effective mentorship and coaching opportunities. Fellows will have direct involvement in UNDP's programme activities, & SDG projects at national, regional and global levels – which will raise capability in SDG analysis, planning, M&E. 	<ul style="list-style-type: none"> UN and AU agencies will draw on the pool of capable SDG experts created by the programme to improve organisational effectiveness and reach development goals Increasing representation of women in public sector leadership will enhance public sector responsiveness and accountability, private sector will unlock greater creativity, productivity and growth. A growing pool of experienced young leaders helps to change negative social norms and perceptions on women's leadership 	<ul style="list-style-type: none"> The programme will enjoy unfettered access to e-communications and in-person exchanges and networking Communications expertise is available to fellows and supervisors in all placement offices A full complement of Member States takes part and introduces its national networks to the fellows and to their platforms and networks

Risks and Barriers	<ul style="list-style-type: none"> • Culture bias, barriers to learning “unwritten skills” • Gendered obstacles to informal and unscripted learning opportunities may limit the experience • Unclear expectations and traditional approaches may limit effective supervision and mentoring 	<ul style="list-style-type: none"> • Transitioning-out stage may not prove feasible→ • Fellows may not be taken seriously and may feel unease, may lack access to programme work • Fellows may be confined to administrative/ intern role that could prevent the development of real expertise • Multilateral, private and public institutions may not take leap of faith to hire graduates, particularly with limited work experience 	<ul style="list-style-type: none"> • Pandemic may continue to disrupt travel, training and possibilities to gain and share working experience • Expected participation of AU Member States may not be reached • Cultivation of communications role and e-networking may not be explicitly assured in future/ not sustainable • The Fellowship schedule, learning and work commitments, may not allow sufficient time to focus on networks and development exchange
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III. RESULTS AND PARTNERSHIPS

Expected Results

The goal of the project is to contribute to transformative leadership in Africa's public and private institutions to drive transformation, to harness Africa's physical assets, human capital, technology and innovation, drawing on the high share of youth in the population and on the capacities of qualified young women

To contribute to this goal, the strategy described in part I above will be implemented through interventions in three Output areas, as revisited here.

- (i) A diverse pool of talent in integrated SDG implementation, to enhance organisational efficiency and contribute to more responsive and effective policies and programs is created.
- (ii) Outstanding young African women leaders are equipped with the skills and experience required to advance the SDGs and Africa's Agenda 2063 and contribute effectively to decision making in public, private and multilateral institutions.
- (iii) To develop a network of African young women professionals who will engage in promoting innovative, sustainable and inclusive development through South-South development exchange.

Output 1 Expanded talent pool of African young women leaders for leadership in public and private institutions

To identify and develop outstanding and capable young women for leadership opportunities in multilateral, public and private sector institutions

UNDP and AUC will carry out a campaign to identify outstanding young talented African women based on educational qualifications, motivation, innovative ideas and technical expertise in priority areas that are aligned to Agenda 2030, Agenda 2063 and organisational priorities with criteria to refined during programme implementation.

UNDP RBA in partnership with the AU will lead in the identification and coordination of assignments within UNDP at headquarters, regional and country levels, including selected other UN agencies. A draft service agreement is under development with other UN agencies to facilitate these placements. Fellows will benefit from on-the-job training, linked to programming in the practice areas of the office (input in kind as shown in the Multi-Year Work Plan, Annex.)

A programme of mentoring will provide fellows with role models and safe spaces to exchange experience and share learnings and concerns.

The project will provide Fellows support to knowledge and communication products they will produce in their placement (such as assistance in editing, translation, e-publishing, dissemination).

Output 2 Increased expertise in implementing integrated SDG approaches for emerging experts

To prepare a cadre of young women with demonstrated expertise in the SDGs, in planning and implementing programmes of sustainable development with a human rights and gender perspective, applying the concept of "leaving no one behind".

The project will identify up to 54 young women per year to take up AYWL fellowships. Within the one-year period provided for, each fellow will be assigned to an office of UNDP or other UN agencies, at the country, region or HQ level. The assignment will provide her with a Head of Office or other senior UNDP or UN supervisor, and will link her with a mentoring circle in which she can encounter role models, mentors and other fellows, online and, if travel conditions normalise to some degree (i.e. Covid restrictions decrease significantly), in person and via mission travel.

The fellow will be integrated into the work of the receiving office, so that she can take full part in SDG, AU Agenda and other development programming, planning and analysis, with the aid of coaching from UNDP colleagues and her supervisor and/or mentor. She will be provided ample access to digital communications and e-platforms to receive training, to exchange experience and to network with other fellows and with UNDP activities. She will learn to work with knowledge and

communications products produced by all fellows, and will learn skills that may include editing, e-publishing and KP (knowledge product) dissemination.

Learning programmes in the pilot stage were developed with support from the Talent Development Unit (UNDP); these programmes will be further developed, in consultation with the AU and its Leadership Learning and Development Platform. Feedback from fellows will be incorporated into further development of learning units, to ensure teaching is tailored to needs. AU experience in learning platforms will facilitate intergenerational conversations between fellows and other stakeholders in leadership programmes.

Over the 3-year period of the project, it is expected that a full cadre of some 180 young African professional women with demonstrated leadership abilities and SD-related skills will be available for placement at professional-level posts in UN, AU and public and private institutions.

Output 3 Enhanced development exchange and codification of knowledge, innovation and South-South cooperation (SSC)

Within UNDP and other AU and UN development exchange networks, the project will demonstrate a greater incidence of South-South cooperation and innovation.

The fellows will be supported by UNDP, UN agencies and their office colleagues, and by dedicated practice leaders to participate fully in various communities of practice of UNDP/UN, such as SDG measurement and monitoring, poverty and environment practice, and a range of sustainable development planning, programming and delivery of outputs. A series of virtual dialogues will be introduced, and a digital collaboration platform for all AYWL Fellows will be supported. This platform and collaboration will grow with each succeeding year of placements and will help sustain ongoing networking among the programme alumnae. It will also facilitate their linkages to other networks of African women leaders' networks. Ongoing network dialogues and a yearly survey will be introduced to measure impact and support the Fellows in their journey after the fellowship.

During their assignments, AYWL fellows will benefit from the guidance of experienced UNDP staff members and will be actively involved in supporting the design and implementation of UNDP's programs within UNDP's headquarters, regional or country offices.

Resources Required

The project is expected to identify and sponsor an African Young Woman Leaders Fellow from each of the 54 African nations for deployment to selected locations in UNDP and other participating UN agencies in HQ, Regional Hubs (Africa, Asia, Europe) and country offices in Africa on a 12-month fellowship assignment.

On behalf of the project partners, UNDP Africa supported by OHR will manage the full cycle of the AYWL assignment, including the competitive selection process, recruitment, appointment, assignment, learning, career development and counselling as well as separation using the UNDP Fellowship policy. This UN system fellowship programme is a specially tailored or selected training activity that provides a monetary grant to qualified individuals for the purpose of fulfilling special learning objectives.

UNDP in conjunction with the African Union will oversee resource mobilisation efforts from partners for its realisation and phased expansion to cover all 54 African countries by 2020-2021.

Tailored assignments will be developed in collaboration with the receiving UN organisations and UNDP unit at headquarters, regional or country office level who would provide necessary guidance, coaching, supervision and performance review. The receiving unit will be responsible for providing coaching, mentorship and supervision for each fellow including structured guidance and the development of a work plan with clear key results, knowledge sharing and performance/development feedback throughout the assignment. The supervisor will facilitate participation in Unit/Team/Office meetings to ensure integration and operational effectiveness and provide guidance and advice in relation to learning and training opportunities within the field of expertise.

During their assignments, AYWL fellows will benefit from the guidance of experienced UNDP staff members and will be actively involved in supporting the design and implementation of UNDP's programs within UNDP's headquarters, regional or country offices. A leadership learning and development platform using experience of the AU with the African Leadership

University (ALU) will contribute to this guidance. AU has developed mentoring frameworks and worked in areas such as per-to-peer mentorship as well. These resources will be shared in the planning and implementation of the full project.

The budget of resource needs in order for AYWL to work at full capacity (that is, placement of 54 Fellows per year over a course of 3 years) was prepared on the basis of the 2019 draft ProDoc Multi-Year Work Plan.

Projecting the number of participants from 20 in the pilot, to 54 Fellows per year, continuing with UNDP as the agency providing receiving offices, and maintaining unit costs at similar rates to 2019-2020 (with some increase in travel and management costs), an *indicative work plan* has been prepared and is given in **Annex VII Multi-Year Work plan**. In summary, the plan calls for a total budget of 14 million USD, over the remaining years 3, 4 and 5. The budget for this work plan is shown below, in Table 2 *Budget summary*.

Table 1 Budget summary

	Y1 pilot	Year 2	Year 3	Year 4	Totals
# of Fellows	21	54	54	54	
Total UNDP	1,200,000	1,200,000	1,200,000	1,200,000	3,600,000
Total to be mobilised		1,781,000	1,791,000	1,801,000	5,373,000
Total budget (Y2-Y4)	1,200,000	2,981,000	2,991,000	3,001,000	8,973,000

This draft budget is based on a best-case scenario in which 54 Fellows are placed in each year, one or more from participating AUC Member States. The budget also assumes a relatively normal travel environment, given that Fellows, and management parties, are not called on to travel frequently. This assumption remains part of risk factors to be considered.

The annual cost will rise from USD 1,200,000 during the pilot phase to a minimum of USD 2,500,000 per year comprising USD 1,200,000 of core resources with an additional USD 1,300,000 to be mobilised.

As the detailed budget in Annex 1 shows, this higher target project cost is largely driven by the placement of 54 Fellows over each of 3 years.

The placement cost of Fellows was estimated in 2019 at 63,000 USD per capita. This per capita cost is maintained in the current draft budget, given that some assumed in-programme travel costs which were cut short due to the Covid pandemic may be assumed to come back in place once again as confinement practices are gradually reduced.

The ProDoc budget can be adjusted for different scenarios depending on the number of Fellows placed or projected to be placed in each year based on resources available.

Partnerships

Responding as it did to the development objectives of both partners, the pilot for the AYWL project was jointly developed, building on initiatives at the highest levels of UNDP and the AUC. It was agreed that participation would be opened to all AU Member States.

This project will be implemented by UNDP in partnership with the African Union and through the framework of the existing UNDP Africa Regional Programme (2018-2021) under the umbrella AU-UN Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, signed between AU and UN at the 30th African Union Summit in January 2018.

UNDP Africa will establish and manage a pooled fund for the placement of AYWLs on behalf of the African Union. A resource mobilisation strategy will be developed to explore funding options from a variety of sources including pooled funds under the AU; individual countries as donors; African Foundations, the private sector, and other scholarship providers.

UNDP will identify and deploy fellows, carry out pre-departure briefings and induction, as well as leadership training, networking and career support building on the lessons learned during the pilot phase. The AU partnership will support knowledge creation on Africa's Agenda for development. As well, from the time of induction, fellows will learn about the role of the AUC and its work in collaboration with UNDP. UNDP and AU will explore partnerships with existing African Leadership development programmes including the African Leadership University (ALU) based in Rwanda and Mauritius as well as the African Leadership Institute (AFI) based in South Africa and will engage the African Women Leaders Network (AWLN).

Risks and Assumptions

Key risks associated with the implementation of this project include those related to identification of many and diverse project beneficiaries; project quality assurance and oversight; and ensuring impact and sustainability.

There are risks associated with identifying a diverse pool of capable young candidates to participate in the programme, making sure to include under-represented groups e.g. those living with disabilities and from marginalised groups; and bias against non-English-language backgrounds. This risk will be mitigated through enabling applications in both English and French while demonstrating a working knowledge of English as a prerequisite for selection. This will be augmented by advertising locally and e-networking with UNDP and AUC country offices, academic institutions and youth organisations in each of the 54 countries, to identify talent. Dedicated staff at OHR manage this group, as they also service the JPO centre for Junior Political Officers in UNDP. Through the assistance and expertise of the UNDP JPO service centre, UNDP was able to shortlist, interview and select 50 qualified fellows from a pool of 6000 applicants. UNDP will continue to work with the JPO Service Centre, now part of the UNDP Talent Acquisition and People Programmes, throughout the programme. The programme will further develop standard operating procedures and protocols for the administration of living allowances, travel, learning budgets etc., as demonstrated practical in the pilot experience.

Where difficulty is encountered in identifying a candidate from any country, UNDP and AU will focus their efforts on working with those countries to ensure that all possible conditions are met to make it possible for qualified candidates to be identified. This approach will encourage the spirit of South-South cooperation and collaboration and ensure representation and diversity in the talent pool.

There are risks associated with adequately managing globally dispersed personnel, in ensuring quality supervision and programme oversight, to achieve the intended project objectives. This risk has been experienced in the pilot, with factors as diverse as the Covid-19 pandemic and uneven expectations among heads of offices, mentors, fellows and local personnel. Maintaining the functions of communications and e-networking needs to be explicitly assured not only during the project (under the guidance of a communications team), and ways and means should be worked out in the course of the project to make African women leaders' networks and similar exchange platforms sustainable. A dedicated project coordinator, additional administrative capacity and leveraging the service functions of the existing Junior Professional Officer Service Centre are prerequisites for programme success.

Risks of management drift or loss of direction of some placements will be mitigated through dedicated detail design of assignments in collaboration with placement offices. Receiving office supervisors may be provided with some choice, i.e. in accepting a fellow who can be best matched with their given work programme. Receiving office staff will be introduced to the fellowship project objectives, and helped to understand that fellows are to be integrated into the active office programme. A work plan, based on a template for all placements, modified as needed, will be signed by both supervisor and fellow, to ensure that expectations are clear for all. AYWL project management will provide clear and distinct roles for supervisors and mentors, establishing a supportive network through UNDP's talent management system, and through established mechanisms for regular feedback and communication with the cohorts of fellows. This will include a mid-stream workshop for each cohort after one year in the assignment. Global health and security concerns have been handled in the pilot stage with increased use of exchanges not requiring travel, such as e-learning and mentoring, and use of teleconferencing applications.

Because many of the skills of leadership are learned in informal settings, and many ways of knowing arise in the “unwritten things” that managers may impart, there is a particular cultural risk for young women being perceived as “inappropriate” when they appear in informal settings that would not incur disapproval in the case of young men in parallel situations. This known risk needs to be addressed explicitly, not only with fellows, supervisors and mentors, but also with staff of all receiving offices to better ensure their understanding and support. It must be ensured that the environment into which young women are placed can assure them of safe spaces and gender-aware collegiality.

Ensuring impact and sustainability of the initiative entails critical risk, particularly in relation to managing partnerships with implementing and funding partners to ensure adequate resources are mobilised for project activities and used effectively. For graduates of the fellowship, providing transitioning out prospects within UNDP may not prove feasible, but the lack of such prospects has been raised as a factor of unease for them, as it has also occasioned concern in the work environment. Colleagues with stable contracts may be unsure of the role of short-termers, who may be seen as “just passing through” and less serious. The programme will work with Human Resources within UNDP and other UN Agencies to identify growth opportunities beyond the fellowship including the Junior Professional Officer Programme and other entry level positions across the UN. UNDP and other agencies (UNV, UNICEF) have or are developing entry-level programmes that will soon become available to provide employment opportunities for alumnae. UNDP will facilitate access to existing career fairs organised by UNDP other UN agencies to match needs and skills.

The roles and expectations of various stakeholders need clear definition, and careful preparation of supervisors will require fuller contact than an initial briefing; follow-up briefings/feedback sessions will be arranged with supervisors. Both UNDP and AU will continue to take part in these supportive events. Routes to transition fellows to regular positions in public and private institutions should be explored with the AUC, Member States, other UN and public and private sector agencies periodically.

The financial risk of failing to mobilise adequate financial resources to ensure programme coverage for the whole of Africa will be mitigated through the development and implementation of a robust resource mobilisation strategy within the framework of the existing regional programme and partnership with African Union. The project will also work with development banks and funds, and emerging donors such as Africa philanthropists and private sector entrepreneurs. UNDP as the Fund Manager for the proposed pooled fund will comply with all existing policies, procedures and practices for pooled fund management. Further, fellowship projects will focus on emerging and priority corporate priorities to ensure alignment with UNDP’s portfolio and ensure effective use of pre-existing resources.

Stakeholder Engagement

Key stakeholders include:

- UNDP high-level and senior staff, as well as staff and Heads in concerned COs, ROs and at HQ (including talent development, GEWE/gender champions, communications team leaders and project support units)
- AUC high-level and senior staff in youth engagement, leadership development, and GEWE/gender champions
- Participating and potential partners, including
 - African leadership training institutions (e.g. AFLI, ALU)
 - UN Partners (UNWOMEN, UNSSC, UNFPA, UNICEF, UNV, UNDESA)
 - AU-UN African Women Leaders Network.
- Target groups, meaning young, qualified women with college education and interests in sustainable, equitable human development. Such candidates may ultimately be interested in public or private sector service.
- Other potentially affected groups are those in girls/girl-child initiatives seeking positive role models; community projects and networks interested in developing local leaders; indigenous groups seeking to promote capable young women; and other community-based organisations and women’s leadership networks

Stakeholders should be engaged through a Project Advisory Group, which will be asked to review key project documents in the current development of the full project, and to meet or teleconference annually, for insights and feedback.

South-South and Triangular Cooperation (SSC/TrC)

A key component of the project will benefit from and contribute to deepening South-South collaboration based on UNDP’s global policy network, communities of practice, country-based platforms and innovation initiatives including the 60 SDG

accelerator labs, of which 27 are located in Africa. Further, the AUC will use its convenor role in engaging with RECS and raise awareness and impact of the programme on the continent.

Knowledge

The experiences of young experts and the material developed to support the implementation of this programme including publications, reviews, databases and media products will be widely circulated on various media to enhance visibility and will be used to inform exchange of best practices with other organisations. A communications plan has been developed to guide the dissemination of project outputs in partnership with the AUC to ensure visibility, dissemination of knowledge and lessons learned for upscaling and sustainability of project results.

New tools such as blogs and similar reporting have been developed, motivated partly in response to Covid-19 pandemic restrictions on travel and in-person exchanges. These tools have proven to be attractive and accessible, and they will be developed further by the communications team working with each cohort of fellows, and in consultation with AU, which has developed tools in this communications area. They can be used, among other ends, to keep in touch with alumnae and with women leaders' networks. An AUC guidance framework for blogging will contribute to honing the usefulness, targeting and level of this kind of communications tool.

Sustainability and Scaling Up

This pilot initiative carried out as a collaboration between the African Union and UNDP responds to critical continental objectives and is intended to provide a model that can be applied at national, subnational and regional levels to strengthen national systems and processes using existing and emerging talent. The full cohort of young experts with enhanced leadership skills and SDG implementation capacity will be a valuable resource for both the originating and receiving countries. A robust mid-term review and evaluation of the project will be used to inform transition arrangement to sustain and/or scale-up results, as relevant. A final review will add to these findings and recommendations.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project strategy is expected to deliver maximum results with available resources, by relying on UNDP's tried and tested talent acquisition and people programmes modalities for deploying young international experts as well as embedding the young experts in existing UNDP country and regional programs as well as other UN agencies. A portfolio management approach will be applied to improve cost effectiveness by leveraging activities and partnerships with the African Union and with other regional institutions and projects focused on youth leadership development and women's empowerment including African Union's Youth Volunteer Corps, the planned African Union young professional programme (YPP) the new Youth Connekt, Youth for Africa and SDGs (YAS). In addition, the project will carry out joint monitoring with all implementing partners to leverage on expertise and experience.

Project Management

This project will be jointly implemented by the African Union and UNDP through the framework of the existing UNDP Africa Regional Programme (2018-2021) under the umbrella AU-UN Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, signed between AU and UN at the 30th African Union Summit in January 2018. This Regional Programme Board will provide related oversight, supervision, review and audit arrangements.

Project implementation will build on the lessons learned from the one-year pilot of a structured talent management and capacity development project for African Young Women Leader fellows implemented by UNDP and African Union from 2019-2020. Twenty-one fellows were assigned to work in UNDP's headquarters locations, in regional offices across UNDP and in selected UNDP Africa country offices and are benefiting from operational support from these country offices.

Recruitment and identification of fellowship assignments: UNDP Africa will coordinate the selection, onboarding, supervision and development of each cohort of the Fellowship. The project will leverage the expertise of the Junior Professional Officer Service Centre in Copenhagen (now part of the UNDP Talent Acquisition and People Programmes) to support an efficient and rigorous selection process. The written assessment for the fellowship programme will include a

specific project proposal that responds to selected priority areas for UNDP. This research project will form part of the outputs from the Fellowship that fellows will deliver at the end of the 12-month journey.

A joint UNDP and AUC team will support the matching of selected fellows to available assignments and will engage proposed Supervisors in the final selection. UNDP Africa will coordinate the identification of fellowship assignments building on a customised Terms of Reference from UNDP country, regional and headquarter offices as well as other agencies (subject to a Service Level Agreement).

Induction and onboarding: AUC and UNDP will carry out a joint induction and onboarding workshop for both Fellows and supervisors that integrates the SDGs, Agenda 2063 and introduces Fellows to key African Union and UN mechanisms and processes. The current joint induction programme will be strengthened to provide a practical overview of the work of the African Union in Africa with opportunities to interact with practitioners.

Programme administration: UNDP will draw on the institution's "People for 2030" strategy to support the administrative oversight for the programme including managing payments, entitlements including a learning budget for each fellow through the JPO Service centre (now part of the OHR Talent Acquisition and People Programmes Unit).

Supervision and performance management: The standard UNDP performance management system will be utilised for monitoring the Fellows. The Fellows and Supervisors will be expected to develop a clear annual work plan and accountability framework. AUC and UNDP will work to develop an accountability framework that provides a clear reporting mechanism and expectations from both Fellows and supervisors.

Learning: The Fellows will have access to a Virtual Learning Journey (online programmes and coaching) to deepen soft skills and technical skills. The African Union will contribute to content development through its Leadership Learning and Development Platform to enhance the current online offering developed by UNDP's Talent Development Unit leveraging various partners e.g. Coursera, LinkedIn Learning. AUC and UNDP will jointly facilitate a face to face course on leadership development created by the African Leadership University for the Fellowship Programme.

Mentorship: The fellows will have access to formal mentorship through mentoring circles managed through UNDP's Talent Development Programme where UNDP's Sr. leaders take the role of mentors and meet monthly with the fellows in groups. A formalised mentorship framework will be developed in partnership with the African Union's Youth division that encourages an institutionalized approach to mentorship for leadership development.

Communication: UNDP will work with the African Union to finalise and implement the draft communication strategy and develop guidance on the development of communication products. This includes a framework to guide the development and use of monthly blogs to enhance branding. A blog template will be developed to guide the chronicling of stories and their use.

Resource mobilisation: A joint resource mobilisation strategy will be finalised and implemented.

Transitioning from the programme: UNDP Africa and the African Union will facilitate access to career fairs in collaboration with other agencies and institutions to market the fellows and expose them to possible employment opportunities after the fellowship. Fellows will be encouraged to apply for vacancies created through the proposed UNDP Graduate/Entry-Level Programme as AU's Young Professional Programme among other such opportunities.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans (overleaf)

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower-than-expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Bi-Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Feedback Report	To ensure a feed-back mechanism from fellows (and better measure output 2 and 3), the project will qualitatively evaluate fellows' perceptions of the programme, including enhanced expertise and generally whether expectations were met.	Annually	End of programme impact report prepared by the fellows that captures their experiences under the supervision of the project coordinator		

Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower- than- expected progress should be discussed by the project board and management actions agreed to address the issues identified.	AUC	
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V. RESULTS FRAMEWORK

Outcome:

Regional growth is inclusive and sustainable, with reduced economic inequalities, and characterised by structural transformation (Regional Programme Outcome 2)

Outcome indicators as stated in the Regional Results and Resources Framework, including baseline and targets:

- (a) An expanded talent pool of African young women leaders for leadership in public and private institutions;
- (b) Increased expertise in implementing integrated SDG approaches for emerging experts; and
- (c) Enhanced development exchange networks with more contributions from young women leaders and innovators.

Baseline: Significant gaps in capabilities and opportunities for women and men, in leadership of both public and private institutions. E.g. 2016: Only 2 out a sample of 11 African countries have more than 30% women at decision making level in public administration. In the private sector, on average 7% to 30% of the firms in 38 African countries have a female top manager.

Indicators: Proportion of women in managerial positions in Regional Economic Communities (RECs)

Targets: Reg ProDoc states: “Baselines and targets will be updated based on final Strategic Plan/IRRF” [To date not available for RBA]

Output(s) from the UNDP Strategic Plan: Accelerate Structural Transformations for Sustainable Development (SP 2018-21) Foster gender equality and women's political and economic empowerment (RBA plan) / Youth employment and empowerment (UNDP Ren Strat Offer 2020)

Project title and Atlas Project Number: African Young Women Leaders Fellowship Programme #####

EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL		
Output 1 <i>Expanded talent pool of African young women leaders for leadership in public and private institutions</i>	1.1 Number of Fellows identified and placed	<i>REC and Project reports</i>	21	2020	21	54	54	54			183	<i>REC and Project reports;</i>
	1.2 Number of Fellows who have completed a mentorship initiative	<i>Project surveys –</i>	21	2020	21	54	54	54			183	<i>Project surveys</i>

Output 2 Increased expertise in implementing integrated SDG and gender-aware approaches for emerging experts	1.3 Number of Fellows completing leadership capacity development course (face to face/online)	<i>Project surveys</i>	21	2020	21	54	54	54	183	<i>Project surveys</i>
	1.4 Number of Fellows completing leadership development course (virtual) [different course]	<i>Project surveys</i>	21	2020	21	54	54	54	183	<i>Project surveys</i>
	2.2 Number of Fellows completing a mentorship initiative	<i>Project reports</i>	21	2020	21	54	54	54	183	<i>Project surveys</i>
	2.3 Number of Fellows who have demonstrated ability to face/online)	<i>Project surveys</i>	21	2020	21	54	54	54	183	<i>Project surveys</i>
	2.4 Number of knowledge/analytical products developed by Fellows including blogs and social media	<i>Project surveys</i> <i>Qualitative surveys</i> <i>Individual assessments</i>	21	2020	21	54	54	54	183	<i>Project surveys</i>
Output 3 Enhanced development exchange and codification of knowledge, innovation and South-South cooperation (SSC)	3.1 Number of Fellows participating in UNDP communities of practice	<i>Project surveys</i>	21	2020	21	54	54	54	183	<i>Project surveys</i>
	3.2 Number of digital collaboration networks designed/ facilitated by Fellows	<i>Project surveys</i>	21	2020	21	54	54	54	183	<i>Project surveys</i>
	3.3. Number of quarterly virtual dialogues facilitated by Fellows	<i>Project surveys</i>	1	2020	1	4	4	4	13	<i>Project surveys</i>

² It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Evaluation Plan

Evaluation Title	Partners	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding USD
Mid-Term Evaluation	AUC	SP Output 2.6.1	RP Outcome 2	2020	UNDP AUC	20,000 (Project)
End-of-Project Evaluation	AUC	SP Output 2.6.1	RP Outcome 2	2023	UNDP AUC	30,000 (Project)

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 pilot	Y2	Y3	Y4		Funding Source	Budget Description	Amount Y2-Y4
Output 1:	1.1 Identification, recruitment, placement of AYWLs	5,000	6,000	6,000	6,000	UNDP		Services	18,000
<i>Expanded talent pool of African young women professionals for leadership in public and private institutions</i>	1.2 Equipment, coaching and supervision of AWYLS – on the job training (input in kind)	-	-	-	-	Receiving Office/Agency (In Kind Contribution)		Equipment	0
<i>Gender marker: 3</i>	1.3 Support to knowledge and communication products produced by AYWLs (editing, translation, e-publishing, dissemination)	25,000	30,000	30,000	30,000	UNDP		Services	90,000
Sub-Total for Output 1									108,000
Output 2:									
<i>Increased expertise in implementing integrated SDG and gender-aware approaches for emerging experts</i>	2.1 Assignments within HQ, Regional offices and CO (Stipends)	1,125,000	2,400,000	2,400,000	2,400,000	UNDP		Services	7,200,000
<i>Gender marker:3</i>	2.2 Onboarding and leadership training of AWYLS in partnership with African Leadership Training institutions, including GEWE awareness and measures to address gender hierarchies in programme work	125,000	200,000	200,000	200,000	UNDP		Services, Travel	600,000
	2.3 Establish a mentorship programme in partnership with African Union Commission – Youth Division	25,000	25,000	25,000	25,000	UNDP, AUC		Services	75,000
Sub-Total for Output 2									7,875,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 pilot	Y2	Y3	Y4		Funding Source	Budget Description	Amount Y2-Y4
Output 3:	3.1 Participation in communities of practice and GEWE programming and networking	-	-	-	-	UNDP			0
<i>Enhanced development exchange and codification of knowledge, gender dimensions in leadership, innovation and South-South cooperation (SSC)</i>	3.2 Support to development and facilitation of a digital collaboration platform of AYWLs	30,000	30,000	30,000	30,000	UNDP		Services	90,000
<i>Gender marker:3</i>	3.3. Support to quarterly virtual dialogues	5,000	5,000	5,000	5,000	UNDP		Services	15,000
	Sub-Total for Output 3								105,000
Communication	Videos, photographs, media engagement	25,000	25,000	25,000	25,000	UNDP		Services	75,000
Monitoring	Reporting, monitoring	5,000	10,000	10,000	10,000	UNDP		Services	30,000
Evaluation	Evaluations	-	-	20,000	30,000	UNDP		Services	50,000
Program oversight, identification and coordination of assignments, partnership management and resource mobilisation Management, Staff (avg 1@ P4, 1 @ G56)		-	240,000	240,000	240,000	UNDP		Services	720,000
	Sub-Total for Mngt, M&E								875,000
	PIP Y1 Total	1,345,000							
	ProDoc Y2-4 Annual costs		2,981,000	2,991,000	3,001,000				8,973,000
UNDP			1,200,000	1,200,000	1,200,000				3,600,000
To be mobilised			1,781,000	1,791,000	1,801,000				5,373,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This regional project will be directly implemented by UNDP Africa under in close collaboration with the African Union Commission office of Human Resources. The AU will provide strategic leadership to the implementation of the project and contribute to the articulation and roll-out of a resource mobilisation strategy while ensuring project coherence with AUC entities and programs.

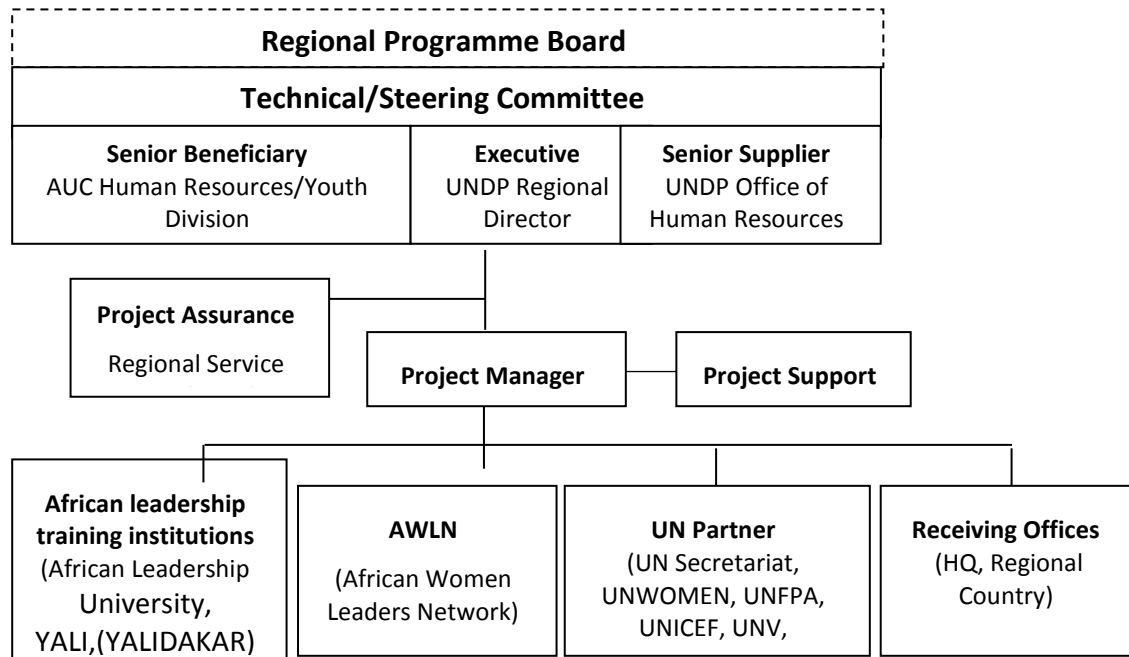
Project oversight will be provided by the Regional Programme Board with a Technical/Steering Committee that is co-chaired by the AU Commission Human Resources Office and the UNDP RBA Director, with membership from a core group of project partners with specific roles in implementation will provide strategic direction for project implementation. The Board that meets at least once a year 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.

The Regional Service Centre for Africa provide project assurance and promote synergies with UN and UNDP mechanisms for collaboration with the African Union including other projects under the umbrella of the Regional Programme (2018-2021) e.g. African Volunteer Corps, Youth Connekt, SDG implementation and South-South Cooperation. The Regional Service Centre will ensure internal coherence of support provided to the AUC through various components of the RBAs Regional Programme including Gender, Governance, Peace and Security and Environment. Operational backstopping for project implementation will be provided by UNDP's Human Resource Office.

A project manager situated within UNDP Africa HQ or at the Regional Service Centre for Africa 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 Human Resources. The Project Manager will coordinate closely with AWYL receiving offices in UNDP headquarters, regional and country offices as well as African Leadership capacity development institutions. The project manager will also engage with project beneficiaries to ensure their concerns and contributions are reflected in project decision making.

The project manager will be responsible for maintaining a database of existing African leadership capacity development initiatives and developing and maintaining a project reporting tool. The reporting tool identifies and tracks all placements, mentorship arraignments, provides real time updates and supports trouble shooting in partnership with UNDP OHR. These tools will ensure appropriate linkages and synergies are exploited, appropriate divisions of labour are negotiated, and the catalytic impact of the project. These tools will be useful in mobilizing additional technical, human and financial resources.

Figure: Project Organisation Structure



IX. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level 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 SBAs for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) 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. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by United Nation Development Programme (“Implementing Partner”) in accordance with the Financial Regulations and Rules of UNDP.

X. RISK MANAGEMENT

Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.

Below section from ProDoc Template/Option b. UNDP (DIM).

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).
 2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹² [UNDP funds received pursuant to the Project Document]¹³ 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
 3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
 4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
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¹² To be used where UNDP is the Implementing Partner

¹³ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
 - b. 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 the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
 - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
 - d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and subrecipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its

(and its consultants', subcontractors' and subrecipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and subrecipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. *Option 3:* UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

Annex 1 Theory of Change

Annex 2 Project Quality Assurance Report

Annex 3 Social and Environmental Screening

Annex 4 Risk Analysis

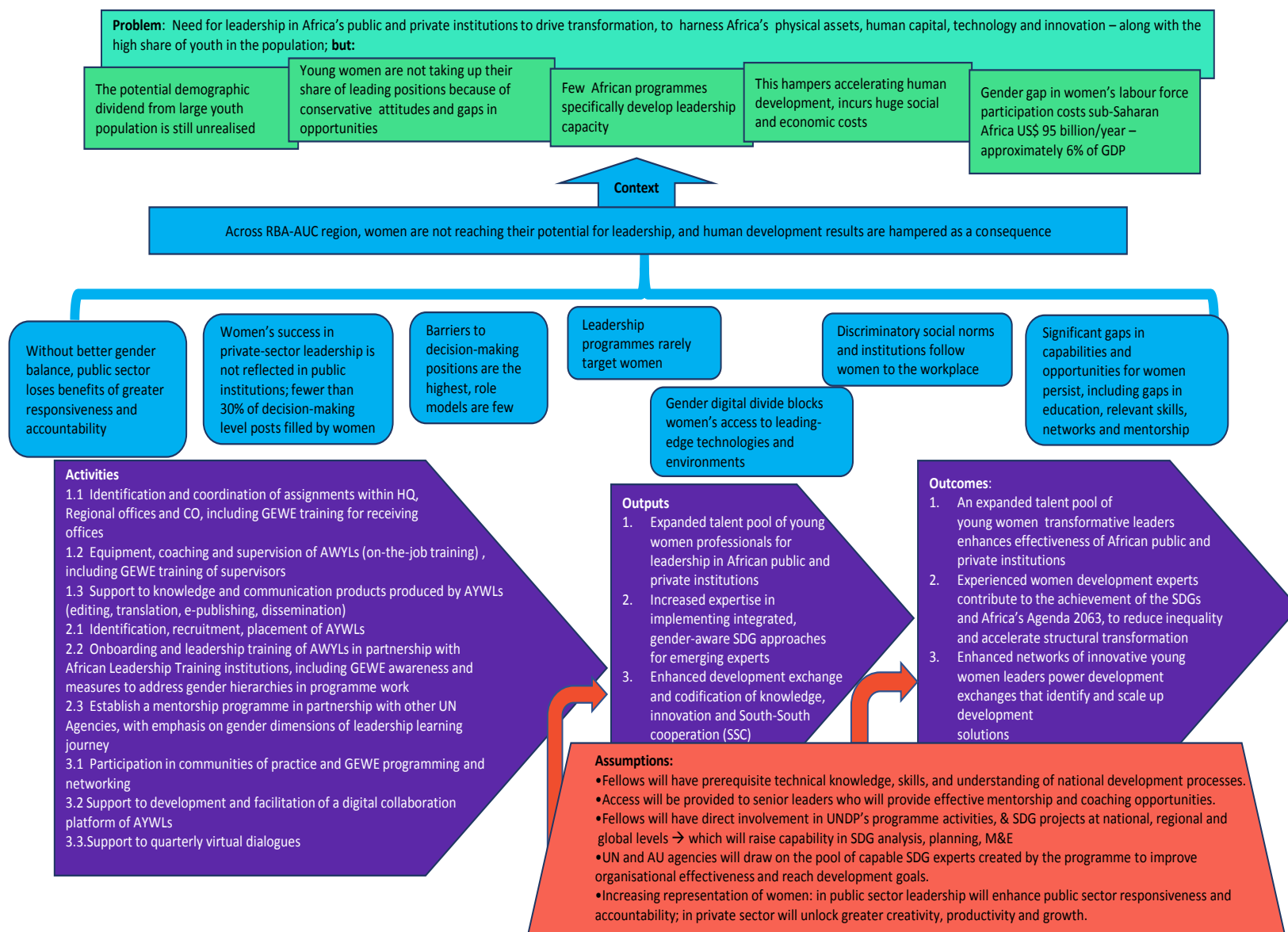
Annex 5 Annex Capacity Assessment

Annex 6 Project Board Terms of Reference *TORs of key management positions*

Annex 7 Abbreviations and Acronyms

Annex 8 Table of Contents

Annex 1 Theory of Change



Annex 2 Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL					
OVERALL PROJECT					
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○	
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.	
DECISION					
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 					
RATING CRITERIA					
For all questions, select the option that best reflects the project					
STRATEGIC					
1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change? <ul style="list-style-type: none"> • 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. • 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. • 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. <p><i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i></p>				3	2
				1	
2. Is the project aligned with the UNDP Strategic Plan?				3	2
				1	

<ul style="list-style-type: none"> • 3: The project responds to at least one of the development settings as specified in the Strategic Plan¹⁴ and adapts at least one Signature Solution¹⁵. The project's RRF includes all the relevant SP output indicators. <i>(all must be true)</i> • 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i> • 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. 	Evidence b) Accelerate structural transformations for sustainable development pp.1, 3, 17, Signature Solutions: b) Strengthen effective, inclusive and accountable governance f) Strengthen gender equality and the empowerment of women and girls	
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)	Yes	No
RELEVANT		
4. Does the project target groups left furthest behind?	3	2 1

¹⁴ The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

¹⁵ The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

<ul style="list-style-type: none"> • 3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • 2: The target groups are clearly specified, prioritizing groups left furthest behind. • 1: The target groups are not clearly specified. <p>*Note: Management Action must be taken for a score of 1. <i>Projects that build institutional capacity should still identify targeted groups to justify support</i></p>	<p>Evidence Youth, women pp. 1, 2-3 ToC pp. 6-7, 27</p>						
<p>5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="background-color: #92d050;">3</td> <td style="background-color: #92d050;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> <p>Evidence Findings from Regional Human Development Report on accelerating gender equality, also draws lessons from existing regional initiatives on gender and women's empowerment</p> </td> </tr> </table>	3	2	1		<p>Evidence Findings from Regional Human Development Report on accelerating gender equality, also draws lessons from existing regional initiatives on gender and women's empowerment</p>	
3	2						
1							
<p>Evidence Findings from Regional Human Development Report on accelerating gender equality, also draws lessons from existing regional initiatives on gender and women's empowerment</p>							
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true)</i> • 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="background-color: #92d050;">3</td> <td style="background-color: #92d050;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> <p>Evidence Strong linkages established to African union programs related to youth empowerment b) Accelerate structural transformations for sustainable development. Pilot demonstrates UNDP advantage, links and converging power</p> </td> </tr> </table>	3	2	1		<p>Evidence Strong linkages established to African union programs related to youth empowerment b) Accelerate structural transformations for sustainable development. Pilot demonstrates UNDP advantage, links and converging power</p>	
3	2						
1							
<p>Evidence Strong linkages established to African union programs related to youth empowerment b) Accelerate structural transformations for sustainable development. Pilot demonstrates UNDP advantage, links and converging power</p>							

	among UNCT and in the Region						
PRINCIPLED							
<p>7. Does the project apply a human rights-based approach?</p> <ul style="list-style-type: none"> 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true)</i> 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i> 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="background-color: #c6e0b4;">3</td> <td>2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> Evidence Project is designed around improving meaningful participation of youth and women rights holders, and GEWE concerns are protected </td> </tr> </table>	3	2	1		Evidence Project is designed around improving meaningful participation of youth and women rights holders, and GEWE concerns are protected	
	3	2					
	1						
Evidence Project is designed around improving meaningful participation of youth and women rights holders, and GEWE concerns are protected							
<p>8. Does the project use gender analysis in the project design?</p> <ul style="list-style-type: none"> 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i> 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i> 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="background-color: #c6e0b4;">3</td> <td>2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> Evidence Project is wholly focused on GEWE approach and Outcomes and includes outputs and indicators that make an explicit reference to gender equality </td> </tr> </table>	3	2	1		Evidence Project is wholly focused on GEWE approach and Outcomes and includes outputs and indicators that make an explicit reference to gender equality	
	3	2					
	1						
Evidence Project is wholly focused on GEWE approach and Outcomes and includes outputs and indicators that make an explicit reference to gender equality							
<p>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</p> <ul style="list-style-type: none"> 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true)</i>. 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i> 1: Sustainability and resilience dimensions and impacts were not adequately considered. 	<table border="1"> <tr> <td style="background-color: #c6e0b4;">3</td> <td>2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> Evidence Project addresses increasing the capacity of young women leaders to design and implement </td> </tr> </table>	3	2	1		Evidence Project addresses increasing the capacity of young women leaders to design and implement	
	3	2					
	1						
Evidence Project addresses increasing the capacity of young women leaders to design and implement							

<p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p>development initiatives to achieve the SDGs. The training program covers skills required to identify and mitigate risks, social and environmental impacts. All planned program related travel and meetings will be designed to minimise adverse environmental impacts.</p>	
<p>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes	No
<p>MANAGEMENT & MONITORING</p>		
<p>11. Does the project have a strong results framework?</p> <ul style="list-style-type: none"> • 3: The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i> • 2: The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i> • 1: The project’s selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <i>(if any is true)</i> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p>Evidence</p> <p>RRF, outputs and activities rigorously developed, in consultation with M&E and OHR senior staff, and tested in pilot</p>	
<p>12. Is the project’s governance mechanism clearly defined in the project document, including composition of the project board?</p>	3	2
	1	

<ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>. • 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i> • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>Evidence</p> <p>VII pp. 22</p>	
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. <i>(both must be true)</i> • 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	<p>3</p>	<p>2</p>
<p>EFFICIENT</p>		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>15. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. • 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. • 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	<p>3</p>	<p>2</p>
		<p>1</p> <p>Evidence</p> <p>MYWP, Annex</p>

<p>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	3	2
1		
<p>Evidence</p> <p>Resource mobilisation strategy developed in dedicated report</p>		
EFFECTIVE		
<p>17. Have targeted groups been engaged in the design of the project?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • 2: Some evidence that key targeted groups have been consulted in the design of the project. • 1: No evidence of engagement with targeted groups during project design. 	3	2
1		
<p>Evidence</p> <p>All project beneficiaries from the pilot phase were engaged into the design. As identified in pilot, and in further consultations with regional agencies</p>		
<p>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</p>	Yes (3)	No (1)
<p>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p>*Note: Management Action or strong management justification must be given for a score of “no”</p>	Yes (3)	No (1)
<p>Evidence</p> <p>All Gen3</p>		
SUSTAINABILITY & NATIONAL OWNERSHIP		
<p>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</p>	3	2
1		

<ul style="list-style-type: none"> • 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national/regional/global partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	<p>Evidence</p> <p>Jointly developed and piloted with AU</p>	
<p>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?</p> <ul style="list-style-type: none"> • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • 1: Capacity assessments have not been carried out. 	3	2
	1	
	<p>Evidence</p> <p>Focus is on CD for receiving offices, and participants</p>	
<p>22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?</p>	Yes (3)	No (1)
<p>23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?</p>	Yes (3)	No (1)

Annex 3 Social and Environmental Screening

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	UNDP-AUC Joint Programme for African Young Women Leaders Fellowship
2. Project Number	
3. Location (Global/Region/Country)	Global

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i>
<p>1: Human Rights Principle: Addresses youth and women as rights holders, and development institutions as duty bearers – using UNDP-AU institutional resources and networks to provide support to youth and women’s access to voice and to learning opportunities.</p> <p>2: Gender Equality and Women’s Empowerment: Focuses on building voice, capacities and presence of women in decision-making positions in human development sector</p> <p>3: Environmental Sustainability: N/A</p>
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment</i>
UNDP will work with the AU and member states to enhance women’s leadership and representation in public and private institutions through targeted leadership training and capacity development that changes the perception of young women’s place in decision-making positions. UNDP will place exceptional young African women in UNDP and other UN agency offices at headquarters, regional and country level to contribute to enhanced gender parity, and people-centred and planet-sensitive structural transformation in Africa and globally.
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i>
N/A

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks?</p> <p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks?</p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
<p>Risk 1: Pandemic continues and restricts travel and training possibilities</p>	<p>I = 3 P = 4</p>	<p>Moderate</p>	<p>Social, Public Health category</p>	<p>Pilot has tested e-learning and communications, and will make greater use of these as needed</p>
<p>Risk 2: 54 country and regional contexts vary widely; variable potential for change in security and safety conditions</p>	<p>I = 4 P = 3</p>	<p>Moderate</p>	<p>Safety and Security</p>	<p>UNDP implements a range of management responses as noted in RBA region-wide projects</p>
<p>Risk 3: Target of 1 successful applicant per country may not be reached; uneven capacity of countries to present qualified candidates</p>	<p>I = 2 P = 3</p>	<p>Moderate</p>	<p>Operational:</p> <ul style="list-style-type: none"> • Capacity development of national partners • Engagement of national partners in decision making 	<p>UNDP and AU will focus more efforts on countries as needed to ensure that qualified candidates are identified. This approach will encourage South-South collaboration and ensure representation in the talent pool.</p>
<p>Risk 4: Lack of timely inputs from project partners including UNDP and other UN agencies reduces the diversity of available assignments for the Fellows</p>	<p>I = 5 P = 2</p>	<p>Moderate</p>	<p>Operational:</p> <p>Ability to provide diverse assignments</p>	<p>UNDP to ensure regular engagement and dialogue with strategic partners including information sharing and advocacy</p>

[add additional rows as needed]			
	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)		Comments
	<i>Low Risk</i>	<input type="checkbox"/>	
	<i>Moderate Risk</i>	<input checked="" type="checkbox"/>	
	<i>High Risk</i>	<input type="checkbox"/>	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		Comments
	<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input checked="" type="checkbox"/>	Project is a dedicated GEWE activity. Lead GEWE agencies within UNDP and AU will guide implementation
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
	<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
	<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
	<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	

	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	
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Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁶	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		

¹⁶ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	NA
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	NA
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	NA
1.4	Would Project activities pose risks to endangered species?	NA
1.5	Would the Project pose a risk of introducing invasive alien species?	NA
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	NA
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	NA
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	NA
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	NA
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	NA
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	NA
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁷ greenhouse gas emissions or may exacerbate climate change?	NA
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	NA

¹⁷ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	NA
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	NA
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	NA
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	NA
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	NA
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	NA
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	NA
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	NA
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	NA
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	NA
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	NA
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	NA
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	NA
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	NA
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁸	NA

¹⁸ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus

5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	NA
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	NA
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	NA
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	NA
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	NA
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	NA

eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Annex 4 Risk Analysis.

Uses the standard [Risk Register template](#).

Offline Project Risk Register for Project Document

Project Title: AUC-UNDP African Young Women Leaders Fellows programme			Project Number: xxxx	Date: Xxx xx 2020	
#	Description	Risk category	Impact, Likelihood, Risk Level	Risk Treatment / Management Measures	Risk Owner
1	Pandemic continues and restricts travel and training possibilities	Social, Public Health	Likelihood 3-4 Impact 3-4 Risk - moderate	Pilot has tested e-learning & communications, and will make greater use of these as needed	UNDP
2	54 country and regional contexts vary widely: variable potential for change in security and safety conditions	Safety and Security	Risk – moderate	(range of management responses as noted in RBA region-wide projects)	UNDP
3	Target of 1 successful applicant per country may not be reached; uneven capacity of countries to present qualified candidates	Operational: <ul style="list-style-type: none"> Capacity development of national partners Engagement of national partners in decision making 	Likelihood 2-3 Impact 3 Risk - moderate	UNDP and AU will focus on working with countries in need to ensure that conditions are met for qualified candidates to be identified. This approach will encourage South-South collaboration and ensure representation and diversity in the talent pool.	UNDP, AUC

Annex 5 Capacity Assessment

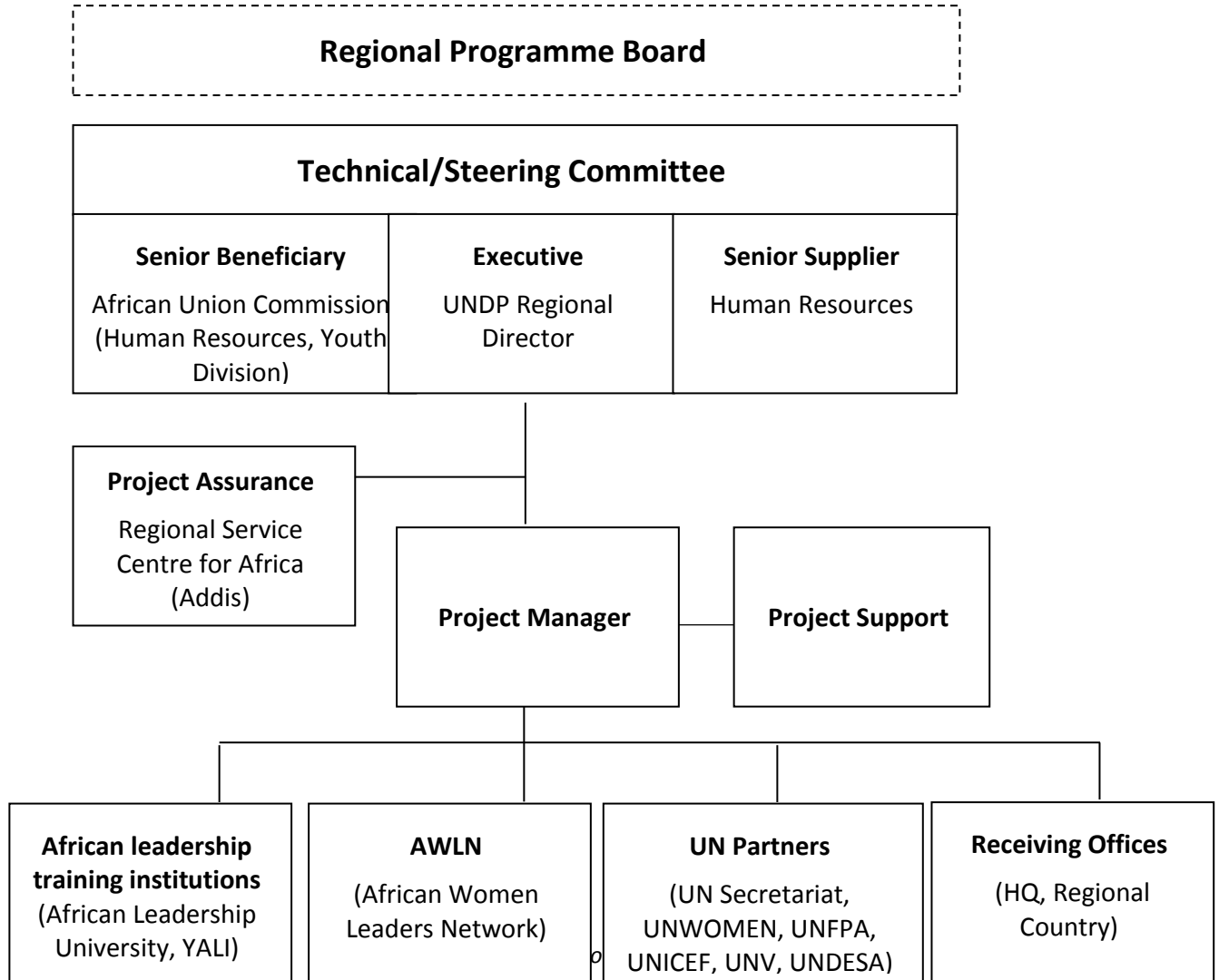
N/A: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Annex 6 Project Board Terms of Reference and TORs of key management positions

The Project shall be governed under the existing RBA Regional Programme Board, with a specific Technical/Steering Committee that reports to the overall Regional Programme Board as shown in the organigram below (referenced in section VIII Governance and Management Arrangements).

Figure: Project Organisation Structure

Project Organisation Structure



Annex 7 Abbreviations and Acronyms

AFLI	African Leadership Institute
ALU	African Leadership University
AU	African Union
AUC	African Union Commission
AWLN	African Women Leaders Network
AYWL	African young women leaders
CO	Country Office
GEPMI	Gender-Aware Economic Policy Initiative
GEWE	gender equality and women's empowerment
HQ	headquarters
HR	human resources
ICT	information and communications technology
M&E	Monitoring and Evaluation
PIP	Project Implementation Plan
ProDoc	project document
RBA	Africa Regional Bureau (UNDP)
REC	Regional Economic Communities
RO	Regional Office
RPB	Regional Programme Board
RP	regional plan/programme
RSCA	Regional Service Centre Africa
SBAA	Standard Basic Assistance Agreement
SD	sustainable development
SDGs	sustainable development goals
SEA	sexual exploitation and abuse
SH	sexual harassment
SP	strategic plan
SSC	South-South collaboration/cooperation
STEM	science, technology, engineering and mathematics
ToC	theory of change
TORs	terms of reference
UNDP	United Nations Development Programme
UNSMS	United Nations Security Management System

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