



UNITED NATIONS DEVELOPMENT PROGRAMME
Regional Bureau for Africa
Regional Project III Document

Project Title: Regional Project for Gender Equality and Women's Empowerment in Africa

Expected Outcomes:

1. Regional, sub-regional and national strategies for higher levels of pro-poor growth and the reduction of gender inequalities formulated and implemented
2. Conducive policy and regulatory environment for private sector growth, including private sector participation
3. Enhanced political participation and management of elections

Expected Outputs:

1. Enhancing capacity for policy makers, planners and practitioners to formulate, implement and monitor gender-responsive MDG-based policies, strategies, plans and budget frameworks, and ensure gender-responsive programming across UNDP focus areas.
2. Promoting women's economic empowerment, employment opportunities and an enabling institutional and regulatory environment for equal access to economic and natural resources.
3. Strengthening women's leadership and influence in policy-making and public and private governance, in both development and post-conflict contexts, in order to affect social and political change

Management Arrangements: UNDP Africa Sub-Regional Office for Eastern and Southern Africa (ASRO/ESA) in Johannesburg

Project site: ASRO Johannesburg and Dakar, and RBA New York

Beneficiary: AU, Regional Economic Communities (RECs), Governments, CSOs (including universities and think-tanks), African women's organizations

ESG# 884
10 JUNE 2009

Narrative

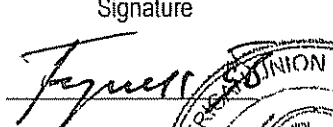
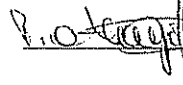
African countries have made significant strides in social and economic development and, in recent years, African economies have sustained high growth rates. Paradoxically, the staggering poverty rates, widening social inequalities and persistent gender disparities and exclusionary practices pose considerable challenges to the attainment of the MDGs and sustainable human development, as demonstrated by the low Human Development Index and Gender Empowerment Index in most African countries. African countries are at a critical juncture, faced with an ever-growing threat of food crisis, with its corollary of social unrest, heightened vulnerability and human insecurity due to combined effects including soaring commodity food prices, gloom in the global economy, a persistent HIV/AIDS pandemic, and civil conflicts.

The Third Regional Programme for Africa (2008 – 11) seeks to respond to Africa's current and emerging development priorities and challenges. It builds upon the achievements of RCFII (2002-2007) to promote inclusive growth, gender equality and the MDGs' achievement. It translates UNDP's firm commitment to support capacity development of its national partners to adopt approaches that advance women's rights and takes account of the full range of their contributions to development, as a foundation for MDGs achievement. Within this broader scope and focus area, the promotion of gender equality and women empowerment are crucial integrating dimensions of UNDP's Strategic Plan. The Regional Project for Gender Equality and Women's Empowerment aims to enhance regional capacities for formulating and implementing gender-responsive MDG-based policies and strategies, promote gender equality and women's empowerment in all focus areas, and support women's economic, political and social empowerment. Accordingly, the project encompasses a set of interrelated and synergistic interventions, that seek to advance gender equality and women's empowerment in a systematic manner. They seek to effect change at policy and planning level, promoting women's economic and employment opportunities, promoting gender-responsive public private partnerships in service delivery and improving women's legal status and economic rights. In the field of governance, the project aims to strengthen women's leadership and influence in all areas, support advocacy for specific leadership and gender equality agendas and strengthen women empowerment platforms, supported by more effective data collection and statistics management.

Programme Period: 2009-2011
 Project Title: Regional Project for Gender Equality and Women's Empowerment in Africa
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 Atlas Award ID: 00057489
 Start date: June 2009
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 PAC Meeting Date: 24 March 2009

Total resources required US\$ 4,942,250
 Total allocated resources: US\$ 4,730,000
 UNDP Global Programme: US\$ 230,000
 Regular RCF III US\$ 4,500,000
 Unfunded budget: US\$ 212,250
 In-kind Contributions _____

Agreed by

	Signature	Name/Title	Date
UNDP/RBA		Tegegne work Gettu Regional Director RBA	7/27/09
African Union		P. O. Tegegne Director	15.07.09



I. SITUATION ANALYSIS

Capacity development for countries to accelerate progress on human development is a key pillar of UNDP's global and regional strategic framework, which strives to achieve real improvements in people's lives. As highlighted in the Regional Programme Framework (2008-2011), in recent years, Africa sustained positive growth trends, with averages of 5.7% and 5.8% in 2006 and 2007 respectively. There has also been a marked improvement in social and economic conditions¹. African women continue to prove their dynamism and resilience, with their multiple contributions to households and African economies, despite their unpaid work being unaccounted for in national statistics and limitations on their property and other rights. Countries such as Rwanda and Liberia, emerging from devastating conflicts, offer concrete examples of the possibility for positive change in gender equality, women's political participation, and overall development outlook, when favorable institutional and policy frameworks are implemented and supported by committed governments and donors, and reinforced by the active engagement of civil society.

While the pace and rate of change are variable across countries and regions, staggering poverty, gender-based inequalities and various forms of social exclusion still prevail and undermine the achievement of the overarching MDGs that are intrinsic goals for sustainable human development ; MDG 1 (poverty reduction) and MDG 3 (women's empowerment). Despite significant gains in improving women's conditions in Africa, socio-cultural, political and economic structures of inequality persist in access to economic resources, education, health and political participation. These inequalities not only impinge upon women's agency and self-realization, but also negatively impact the socioeconomic development of the region. Gender gaps in decision making, political participation and democratic governance relegate 30 African countries to the bottom 36, in terms of the Gender Related Development Index (GDI)² and Gender Empowerment Index³ (GEI), despite the regions' record in entrenching and ratifying a number of agendas to protect women's rights and achieve long-standing commitments to gender equality.

Economic policy-making remains largely informed by orthodox thinking, which does not include gender equality as a variable in economic analysis, in spite of increasing evidence that investing in gender equality—such as increasing women's access to health care, employment and credit—can accelerate economic growth and reduce poverty, and that persistent gender inequalities reduce prospects for economic growth. Despite this increasing evidence, attention to gender equality is still lacking in economic policy formulation and implementation. With improved data collection and analysis to better inform policy development and increase policy effectiveness, it is possible, and important, to address the negative impact of gender inequalities on economic growth.

With the Millennium Development Goals (MDGs) at the midway point between their adoption in 2000 and the 2015 target for achievement, sub-Saharan Africa will need to increase the capacity of development planners, researchers, and civil society to better analyze and utilize gender concepts and tools in development planning and practice, in order to meet a number of goals, especially MDG3, which is a goal in its own right, but also a means for accelerating the achievement of all the MDGs

Established international instruments and commitments such as the CEDAW, and the Dakar and Beijing Platforms for Action and various resolutions (1325 and 1820) have moved forward the agenda for change in gender equality and are reaffirmed in the AU Gender Policy (2009), the landmark *Protocol on Rights of Women in Africa* (2003), and the AU (Maputo) *Solemn Declaration on Gender Equality* (2004). However, a disconnect exists between normative policies and their actual practice and application. The *Kigali Declaration on Gender, Nation Building and the Role of Parliament* (2007) which ensued from a transnational conference of women parliamentarians focuses on several threats to human development such as gender-based violence and the situation of women in conflict and post-conflict contexts. It calls on women parliamentarians, governments, parliaments, civil society, the United Nations, and the International Community to account vis-à-vis these threats on human development.

In the political realm, inroads have been made to increase the representation rate of women in parliaments and decision making arenas evidenced by marked improvements in average representation from 7.2% in 1990 to 17.3% in 2008, although only 15% of parliamentary chambers world-wide have reached the 30% women in parliament goal. Despite the dismal regional average, the country leading the world in women's representation in parliament is Rwanda at 57%. Women's differential social status, added to restrictions on their legal and citizens' rights, and negative social practices, relegates them to the lowest strata in political leadership and local governance. This social status results in

¹ UNDP Regional Programme Document for Africa October 2007 (P1)

² UNDP Regional Programme Document for Africa (2008-2011) October 2007

³ UNDP Human Development Report 2008

the following: limited influence on national policy framework formulation and planning, as well as marginal influence on subsequent prioritization of fiscal policies and expenditures. Further, unequal access to economic assets and productive resources such as land, property, and credit, constricts women's economic potential thereby confining them disproportionately to the status of the poorest of the poor in heightened states of vulnerability⁴. This is particularly salient among the growing number of female-headed households who bear the brunt of household survival and maintenance due to conflict, natural disasters, a feminized HIV/AIDS⁵ pandemic, and male outmigration. The changing configuration of many households and communities has not yet translated into greater entitlement to land, property or assets for women. On the contrary, risks of dispossession, loss of land entitlement and claim are constant for women in conflict, post-conflict context and HIV/AIDS-impacted communities. The soaring price of basic commodities, in the context of the looming financial, food and energy crisis, poses significant threats to household livelihood security, survival and stability, and affects women adversely. Gender disparities and biases in natural resources management and land tenure rights compromise women's economic agency in the primary sector of employment— the agriculture sector— especially when environmental policies do not adequately address gender differentiated needs, assets, and vulnerabilities. African women depend increasingly on natural resources and agriculture for livelihood and income, but continue to have very limited access to land, energy services⁶, and basic timesaving and labor-enhancing technology. Moreover, they face growing threats posed by climate change and environmental degradation, which heighten their livelihood insecurity.

The agricultural sector continues to be a prime source of employment for African women: almost 7 out of 10 women (67.9%) work in the agriculture sector, mainly at subsistence-level⁷. The 2007 ILO employment-to-population ratios reveal a persistent gender gap of 22.7 percentage points⁸ -56.9 and 79.7 percent for women and men, respectively, in 2007. High illiteracy rates and low education attainment limit women's and vulnerable men's opportunities for decent and productive employment with implied decent earnings, social protection, and hence relegate them to less productive sectors with low capital accumulation potential. According to ILO, of the women working in 2007, more than 8 out of 10 (81.7%) were doing so under vulnerable conditions, either as unpaid contributing family workers or own-account workers⁹. Considering the burden of care and household survival women bear, unpaid, limited and low-pay employment options compromise household survival and income security, despite African men and women's positive stance and outlook— the art of making do, *la debrouillardise* — to beat the odds and devise coping mechanisms. Such energy and creative potential, if harnessed and supported, can be catalytic to positive changes in human and economic development in the region.

From the traditional women members of rotating savings and credit associations, *Ekub* in Ethiopia, *Esusu* in Nigeria, *Susu* in Ghana, *chikola* in Kenya, *stockvel* (South Africa), *Tontine* (Senegal), and *Nietamusso* (Mali), to the legendary *Nana Benz* in Togo, the creative potential of African women entrepreneurs is evident in local markets and cross-border trade, but remains inadequately supported to trigger social mobility and transform these survival microenterprises into small, medium, and large-scale enterprises. Persistent gender-based inequality in access to productive resources (particularly capital) limits women's employability, access entry to both local and global markets, and confines them to survival and low scale economic sectors. When access to credit is improved, the finance equity gap impedes women's entrepreneurial agency and income scale. Uniform micro-credit range constricts women entrepreneurs' scale and sector of investment, market share and subsequent income earning potential. Several contextual and institutional factors and barriers constrict women's entrepreneurial capacity and growth potential, including the following: limited access to substantial capital and equitable financing, adapted technologies and energy sources; lack of modern managerial expertise limits their growth potential and access to both regional and international markets; absence of a sufficiently conducive and enabling legal and fiscal environment, favorable and gender responsive trade policies and lack of involvement in trade and policy dialogues; weak networking to advance their economic interests, market position and outreach; and inadequate value chain approach to position them as strategic economic actors and power brokers in the production, marketing and quality certification of indigenous/cultural commodities with potential high market value and returns in international trade.

⁴ Population with improved water source is 58% below the 75 % target; 60 % of urban households living in slum areas and lacking a combination of access to improved water, improved sanitation, durable housing or sufficient living area

⁵ 60 per cent of adults living with HIV in 2007 were women according to the UNDP Human Development Report 2008

⁶ The UNDP Multifunctional Platform project is an example of a gender responsive technology

⁷ ILO (2008) Global Employment Trend for Women at URL: <http://www.ilo.org/public/english/employment/strat/global.htm>
<http://www.ilo.org/public/english/employment/strat/download/getw08.pdf>

⁸ *Ibid*

⁹ ILO (2008) Global Employment Trend for Women at URL: <http://www.ilo.org/public/english/employment/strat/global.htm>
<http://www.ilo.org/public/english/employment/strat/download/getw08.pdf>

The *Dakar Declaration* on building inclusive financial sectors in Africa (2001) reasserted the Millennium Declaration (2001) and the importance of access to a broad range of financial services to the poor for leveraging economic growth, reducing poverty and achieving the MDGs. The UN Year of Microfinance (2005) reaffirmed such commitments. However, the promises of such agendas are yet to be harnessed for the majority of women working in the informal economy.

Informed by the underpinning framework for UNDP's engagement in Africa, "Capacity development for pro-poor growth and accountability", the vision for Gender Equality in the Third Regional Programme for Africa (RCF III) 2008-2011 is to "accelerate progress towards the attainment of the MDGs through support for countries to reduce gender inequalities in development policy, political participation and access to economic opportunities."¹⁰ The current project is anchored in this guiding vision "to respond to Africa's current and emerging development priorities in a dynamic manner, with the overarching purpose of developing local capacities."¹¹

II. PAST COOPERATION

The driving force behind the RBA Regional Programme for Africa is the need to develop regional capacity to respond effectively to Africa's development challenges by addressing social (including gender) inequalities that hinder the achievement of MDGs and poverty reduction. UNDP, therefore, has supported governments to design gender-responsive policies at macro and sector levels and provided guidelines on engendering governments' performance management systems, in collaboration with other UN agencies, such as UNIFEM, and bilateral and multilateral agencies. It has assisted national systems to review discriminatory legislative frameworks and to mainstream gender in MDG-based poverty reduction strategies. In collaboration with BDP/MDG support team, the MDG Gender Needs Assessment (GNA) tool has been adopted as a planning and costing tool and rolled out in 22 countries. Emphasis has been laid on addressing issues that have particular impact on women and children, such as HIV and AIDS and gender-based violence (GBV).

In order to create a critical mass of African economists able to apply gender equality as a key parameter in economic policy formulation and implementation, UNDP (RBA and BDP Gender Team) supported Makerere University, Uganda, to launch a Master of Arts programme in Gender-aware Economics, and is supporting a similar 3-weeks course to be delivered by the UN-IDEP in Dakar, Senegal. In the area of economic empowerment, a successful joint UNDP/Equity Bank initiative in Kenya, *Fanikisha*, has registered commendable results in promoting women entrepreneurship by providing competitive financing and capacity development to small and middle-scale women entrepreneurs. UNIDO and ILO provide technical support and capacity development. Other initiatives include the "AGFUND", in Cameroon, which provides micro-credit to women-owned SMEs, promotion of cross-border trade for women in Mauritania, in collaboration with Italian Cooperation, and micro-finance for rural women entrepreneurs in Liberia, financed by DANIDA and the Government of Japan.

In the area of governance, focus has been on strengthening women's participation in public and political life and sensitizing the community on gender equality as a basis for sustainable development. Increased awareness and confidence by legislators and increasing representation of women in parliament have led to the passing of more gender-responsive bills and budgets. The African Women's Rights Observatory (AWRO), set up by UNDP in collaboration with The United Nations Economic Commission for Africa (UNECA), is a key instrument for monitoring and assessing African countries' progress in safeguarding women's rights and implementing regional and international commitments. RBA and BCPR are developing innovative gender-responsive peace building programmes, enhancing the role of women in peace building, as well as capacity development for internal security organs in conflict prevention and disaster management. Support has also been provided to strengthen legal systems, provide security and deal more efficiently with violence, especially GBV.

Improving gender equality and equity in energy and environment management has tremendous potential for quick wins in poverty reduction and sustainable development. In collaboration with GEF, the Public-Private Partnership for Urban Environment (PPPUE) and the US Government, UNDP has supported national institutions in developing gender-responsive strategies on new and renewable energy resources, ensuring equitable access to energy and environment services and promoting technologies that alleviate women's workload. Notable outcomes include good practice studies on empowerment and delivery of social services to pastoralist women and another on pastoralism and conservation, funded by IUCN, Netherlands. Capacity for gender mainstreaming within UNDP has been enhanced internally within COs and UNCT thematic work plans and coordinated support to governments.

¹⁰Empowered and Equal Outline of the Third Africa Regional Programme (2008-2011)

¹¹ UNDP Regional Programme Document for Africa (2008-2011) October 2007 (p 2)

Challenges and lessons learned: Financial resources have been a major constraint to the attainment of the ambitious agenda on supporting gender-responsive democratic governance in Africa, coupled with low political will, in some countries, and reluctance to adhere to the principles of international agreements. While the logic and principles of gender mainstreaming have been widely accepted, quality and progress indicators need to be further strengthened. Participation of women in conflict prevention remains a big challenge, as women's concerns are usually addressed outside mainstream processes, resulting in the perpetuation of the very causes of conflict.

On the whole, investment in gender within RBA has been modest. Country offices have no core gender positions and are obliged to depend on ad hoc gender focal points, who are often substantive programme officers in other areas. At sub-regional level, one staff member has to provide policy and technical advisory support to over 20 countries. Gender teams are also often underfunded and have limited lines of authority to make significant impact. The laudable results have been mostly as a result of personal commitment and leadership of senior managers or UNCTs. Within the framework of the bureau's realignment initiative, RBA is working with BDP and BCPR to strengthen gender capacity at the sub-regional level and to enhance capacity across all practice areas.

III. PROJECT STRATEGY

The Third Regional Programme Framework for Africa (RPF III) seeks to respond to Africa's current and emerging development priorities and challenges in a dynamic manner. It builds upon the achievements of RPF II (2002-2007) and up-scalable initiatives and lessons learned to promote inclusive growth, gender equality and the achievement of MDGs. UNDP understands gender equality to be an irreducible condition for inclusive, democratic, violence-free and sustainable development. In this light, the Regional Project for Gender Equality and Women's Empowerment translates UNDP's Gender Equality Strategy, anchored on the premise that "the development objective of equality between men and women, or gender equality, is absolutely indivisible from the UNDP human development goal of achieving real improvements in people's lives and in the choices and opportunities available to them". The strategy further states that "by empowering women to claim their internationally-agreed upon rights in every development sphere and supporting governments to be both pro-active and responsive in advancing the realization of these rights, UNDP will leverage the broadest possible expansion of choice and opportunity for all."¹² UNDP is therefore committed to:

1. Developing capacities to integrate gender perspective in all practice areas and in global, regional and country programmes;
2. Provide gender-responsive policy advisory services that promote gender equality and women's empowerment in all focus areas;
3. Incorporate gender equality into MDG-based planning and monitoring;
4. Expand women's economic empowerment and employment opportunities;
5. Expand women's participation in governance and decision-making processes, and strengthen women's property and other rights;
6. Strengthen collaboration with UNIFEM and other UN agencies to support and scale-up specific interventions that benefit women.¹³

The evaluation report of RPFII (2002-2007) noted that "while gender was covered as cross-cutting theme, it was not adequately mainstreamed across all thematic areas". As a response, RPF III (2008-2011) is addressing this gap, building upon some key gains and emphasizing a sharper and enhanced focus on gender equality in the four key areas of the strategic plan: poverty reduction and the achievement of the MDGs; consolidating democratic and participatory governance; conflict prevention, peace building and recovery; and energy, environment and sustainable development. To reinforce and enhance this mainstreaming, RBA Senior Management have agreed to support a stand alone project focused on women's economic and social empowerment, the "Regional Project for Gender Equality and Women's Empowerment".

Overall, the third regional gender project seeks to achieve greater capacity for more gender-responsive macro-policy analysis, planning and programming that recognize the role of gender relations in economic development and take account of the contribution of women's paid and unpaid work to economic growth. The policy also seeks to create a better environment for increasing women's income and employment opportunities, promoting their equal access to

¹²Empowered and Equal Gender Equality Strategy (2008-2011) (p 5)

¹³Empowered and Equal Gender Equality Strategy (2008-2011)

economic and natural resources and an enabling institutional and regulatory framework for their economic empowerment. Project interventions will be geared at expanding women's participation in all spheres of governmental and non-governmental governance, including in the private sector, at all levels of local and decentralized sectors, especially in decision-making positions. In order to improve availability of high quality information on gender relations, women's rights and gender equality to decision-makers, e-portals will be created and national bureau of statistics and regional and national gender observatories supported to expand the collection, analysis and dissemination of sex-disaggregated and gender-relevant data and statistics."¹⁴

In line with the RPF III strategic framework, identification and design of interventions under the project will be guided by the following principles: maximizing the benefits of public regional goods through regional and sub-regional interventions; promoting African ownership and leadership of the continent's development agenda; reinforcing partnerships with regional institutions; UN system-wide coordination for coherence and complementarity; knowledge management and sharing through policy research, advocacy and the partnerships with African centres of excellence; flexibility to review programme interventions in line with emerging African priorities; enhanced monitoring and evaluation and utilization of UNDP's capacity assessment and diagnostic tools; systematic integration of well thought-out exit strategies in all programmes and projects to ensure sustainability and the effective transfer of activities to African institutions. The project will be implemented in tandem with national and regional initiatives and synergies will be created with programmes and projects in critical development concerns such as addressing the impact of HIV and AIDS on women's unpaid work and care burden.

To address the multifaceted needs of African women and their differentiated positions and vulnerabilities, the project will address the specificities of conflict and post-conflict reconstruction and the specific needs of women in vulnerable situation including victims of gender-based violence, sexual violence, and HIV/AIDS. Facilitating access to economic assets, livelihood opportunities, and social protection will be critical in ensuring that negative social stigmatization does not override vulnerable women's intrinsic human rights and entitlements

Beneficiaries

The African Union (AU), Regional Economic Communities (RECs), countries and civil society organizations (CSOs) are the intended institutional beneficiaries for the project, with the assumption that direct and indirect benefits will be broadly distributed and reach the most vulnerable and excluded citizens at the regional, national and local level. The typology based along the continuum of wealth classification, resource rich countries/resource poor countries provides a useful set of criteria for country selection across RECs while taking due account of gender gaps, poverty level, MDGs achievement, and security (all prerequisites embodied in the operational framework).

Exit strategy: transition to Africa-based institutions

The project will be implemented for the specific objectives listed above and within a set timeframe and budget. Concrete steps are envisioned for exit strategy including gradual phasing out coupled with resource mobilization and action plans that would build on the project results for scaling up, replication/adaptation or resource mobilization involving other partners. Based on Third year assessment, exploring options for follow-up and scale-up will involve project partners, stakeholders, and beneficiaries for resource mobilization, onward engagement, and effective transfer of activities to Africa-based institutions.

Project outcomes and outputs

This project bears direct relevance to other thematic areas and reinforces UNDP's commitments for better integration of gender equality in the regional programmes. It contributes gender specific activities and outputs that seek to enhance the capacity of governments and regional institutions to promote gender equality and women's empowerment. Emphasis is put on women's economic and social empowerment through capacity development in business and entrepreneurship to increase their income and stimulate growth, supporting women's empowerment agendas and reinforcing mechanisms to safeguard their rights. In this regard, the proposed project targets the following interrelated and mutually reinforcing outcomes: Formulation and implementation of regional, sub-regional and national strategies for higher levels of pro-poor growth and the reduction of gender inequalities; conducive policy and regulatory environment for private sector growth and participation in development; enhanced political participation and improved management of elections

These outcomes will be achieved through a number of outputs, including:

¹⁴Empowered and Equal Gender Equality Strategy (2008-2011) (p 13)

1. Enhancing the capacity of policy makers, planners and practitioners to formulate, implement and monitor gender-responsive MDG-based policies, strategies, plans and budget frameworks and ensure gender-responsive programming across UNDP focus areas.
2. Promoting women's economic empowerment, employment opportunities and an enabling institutional and regulatory environment for equal access to economic and natural resources.
3. Strengthening women's leadership and influence in policy making and public and private governance, in both development and post-conflict contexts, in order to affect social and political change.

The community of practice (CoP), as established in the West and Central Africa region, will be expanded and reinforced to cover the continent, and the Regional Gender e-portal, housed in ASRO Dakar, will be strengthened with more operational and human resources.

Key Outputs

1. **Output I: Enhancing the capacity of policy makers, planners and practitioners to formulate, implement and monitor gender-responsive MDG-based policies, strategies, plans and budget frameworks and ensure gender-responsive programming across UNDP focus areas.**

Capacity development of state and non-state actors to integrate gender-responsive policy formulation and implementation in MDG-based strategies, budgets and development policies is a priority focus in the Regional Programme for Africa. It responds to an imperative need to fill existing capacity gaps among policy-makers and planners, at national level and within regional institutions, in fully integrating gender perspectives, needs assessment analysis into macroeconomic policy formulation, public expenditure and service delivery. This is particularly so because of inherent biases in macroeconomic policies that do not integrate gender equality as a variable or a priority in economic planning frameworks. This has broader implications for poverty reduction and economic growth in Africa.

Activity 1.1: The Gender and Economic Policy Management Initiative (GEMPI) in Africa

In line with the project's guiding principles that underscore "reinforcement of partnerships with regional institutions"¹⁵, UNDP has initiated a capacity development programme to respond to crucial gaps in economic policy formulation and implementation in Africa. The joint UNDP Gender Team/RBA "Gender and Economic Policy Management Initiative in Africa" (GEMPI-Africa) intends to increase the effectiveness of economic policies and poverty reduction strategies in Africa and make sure that they deliver to poor women and men, girls and boys, more equally. These objectives will be achieved by providing African policy-makers and planners with the knowledge and tools they need to apply gender equality as a key parameter in economic policy analysis, planning, budgeting and implementation.

The GEMPI-Africa consists of two major initiatives: a Pan-African Master of Arts programme in Gender-Aware Economics, to be delivered by two African universities—covering both Francophone and Anglophone countries¹⁶; and a three-week short course on Gender-Responsive Economic Policy Management, to be delivered in English and in French by the UN Institute for Economic Development and Planning (UN-IDEP), an autonomous institute of UNECA. Both initiatives aim to produce a critical mass of economic policy makers and practitioners with the skills that are needed to identify and address gender biases in the economic sectors and to analyze economic policies and budgets from a gender perspective.

Activity 1.2. Building capacity of regional institutions and national and regional statistics bureaux

In line with the objectives of Component I, UNDP will support the African Union and the Regional Economic Communities in enhancing their capacities in integrating gender perspectives into their activities, and formulating targeted interventions for women's economic empowerment. Needs assessments will be carried out to identify the

¹⁵ UNDP Regional Programme Document for Africa (2008-2011) October 2007

¹⁶ Makerere University, Uganda, was selected to host the Anglophone Masters programme on the basis of the strong long standing capacity of its Department of Women and Gender Studies in teaching, research, and outreach on gender and development issues. Its Faculty of Economics and Management also has a strong academic profile and experience in managing other pan-African collaborative Masters programmes (e.g. ACBP and AERC sponsored programmes) and strong links with outstanding research and academic centers. The host for the Francophone programme will be selected transparently, after a review of the initial phase of the Makerere programme.

specific needs of these institutions. To promote evidence-based planning in Africa, UNDP will support the African Centre for Statistics of the Economic Commission for Africa in building capacity of national statistic bureaux to collect, analyse and disseminate gender statistics and data disaggregated by sex.

Activity 1.3. Capacity development for national machineries for scaled-up gender equality interventions for Gleneagles Countries.

The 'Gleneagles Scenarios' constitutes a tool for African countries to show how the Gleneagles commitments of doubling aid to Africa by 2010 could be translated at country-level. The scenarios show how the international commitments can be made operational through policies and programmes at the country and community levels to achieve tangible results. They constitute a powerful planning and advocacy instrument for countries. The Gleneagles scenarios have been applied in 10 pilot countries: Benin, Central African Republic, Ghana, Liberia, Niger, Rwanda, Sierra Leone, Tanzania, Togo, and Zambia. In 2009, they will be rolled-out to the other African countries. Five countries have seized the opportunity of the Gleneagles scenario to consider a substantial scale-up of gender interventions. CAR, Liberia and Togo are among the more ambitious ones dedicating 6% (Togo) and 3% (CAR and Liberia) of the Gleneagles envelope to MDG3-specific interventions. This would translate into an additional \$2.6 on average per capita in Togo (almost reaching the \$3.5 expected necessary average expenditure per capita for MDG3), and an additional \$1.3 on average in CAR and \$0.7 in Liberia.

To support the implementation of the Gleneagles scenarios, action in this area of gender-responsive MDG support will include capacity development for national machineries in the 10 pilot countries to design policies and programmes that can attract additional financing for MDG3 and ensure implementation and roll-out of the Gleneagles scenarios. Support will be provided to African statistics bureaux to strengthen the generation of baseline expenditure information on gender-specific initiatives in the 10 pilot countries. It will also include capacity building for the African Women's Rights Observatory and regional economic institutions for tracking and reporting on African countries' allocations and expenditure for MDG3 specific interventions. The initiative will also seek collaboration with non-state regional organizations, such as the African Economic Research Consortium (AERC) and the Women in Law and Development in Africa (WLDA), already engaged in similar work.

Activity 1.4. Strengthening capacity for gender-responsive policies and programming and gender mainstreaming across UNDP's focus areas

Gender-specific priorities are underscored in the Corporate¹⁷ and RBA RCFIII (2008-2011). Countries will be supported to develop and implement gender-responsive plans and programmes. To ensure effective integration and implementation of gender priorities in programming across all focus areas, the Project will, through COs and UNCTs, strengthen capacity for gender project implementing units, through systematic gender needs assessment as an integral part of programming, gender impact assessment ex-post, and provision of regional policy support to UNCTs and COs to provide support to governments to develop capacity for gender-responsive planning, programming and monitoring(see box).

Internally within UNDP, the project will ensure that gender perspectives are mainstreamed in all policies and programmes. Within the framework of the UNDP 50/50 gender parity by 2010 commitment, it is envisaged to build capacity for middle and senior women managers within UNDP and to prepare them for high-level decision-making positions. A capacity development and mentoring programme will be developed for this purpose.

¹⁷ This strategic operational focus is enshrined in UNDP continuous efforts to enhance the gender outcomes of programming and act on lessons learned and recommendations ensuing from multiple reviews and the 2005 gender assessment and which resulted in several initiatives including: a) the establishment of the Gender Action Plan 2006-7(GAP) backed by active leadership of the Administrator, monitored by the Gender Steering and Implementation Committee (GSIC), the highest decision-making body on gender mainstreaming within UNDP, and increased funding derived from an augmented Gender Thematic Trust Fund; b) Senior Management Compacts: Regional Bureau Directors have prepared personal compacts with the Administrator in acknowledgement of their accountability for accelerated progress towards gender equality in UNDP outcomes

Mainstreaming gender in UNDP's focus areas

Poverty reduction and the achievement of the MDGs;

The project will work with COs and UNCTs to support initiatives to reduce gender inequalities and reinforce women's access to economic resources and opportunities and to address the gender dimension of HIV/Aids, as well as the capacity of state and non-state actors for gender responsive policy formulation and implementation. It will seek to foster inclusive entrepreneurship and employment creation, with special attention to women and youth, and promote inclusive entrepreneurship clusters for women, youth and vulnerable groups. There will be increased attention to women's concerns in regional integration, gender-specific impacts of globalization and women's participation in global and regional trade.

Consolidating democratic and participatory governance

UNDP supports inclusiveness in democratic processes, advancing gender agendas in the region and capacity development for gender machineries.

Conflict prevention, peace building and recovery

Focus will be on fostering inclusive recovery and reconstruction processes and innovative mechanisms for women's participation in post-crisis reconstruction processes, including strengthening women's access to justice and protection of their economic, social, political and cultural rights.

Energy, environment and sustainable development

There will be renewed impetus for promoting equitable access to energy and natural resources, and gender –responsive policies and programmes at country and regional levels.

Output 2: Promoting women's economic empowerment, employment opportunities, and an enabling institutional and regulatory environment for equal access to economic and natural resources.

This output focuses on three core dimensions of women's economic empowerment, namely: economic opportunity; legal status and rights; and voice, inclusion and participation in economic decision-making.

Expanding women's economic opportunities implies more and better jobs for women across a wider range of sectors. It implies a business climate that supports women in starting and growing businesses and building their management and entrepreneurial skills. This calls for a financial sector in which commercial banks and microfinance institutions provide women with effective access to a range of financial services and products tailored to their needs, especially credit and savings instruments, and, in times of high food and fuel prices, greater livelihood security for women, especially in rural areas and vulnerable environments. Securing women's legal rights, including with respect to land and other property, is an indispensable component of their empowerment and a core foundation for economic activity. Similarly, ensuring that women's voices are heard in the economic arena, and that their priorities are not only heard but also acted on, is both a means to, and an end for economic empowerment.

Activity 2.1 Promoting women's economic opportunities and expanding access to markets and financing

To expand women's economic opportunities, UNDP will promote the participation of women's businesses in national, regional and global markets. This will involve promoting gender-responsive regional institutional and regulatory frameworks and agreements guiding trade and business in Africa. Policy dialogues will be organized to promote market entry for women entrepreneurs and business owners, by addressing legal and fiscal barriers, among other things. Participation of policy makers and technical staff from ministries of finance, economic planning and budget offices, national machineries for the advancement of women, as well as representatives of regional economic communities, and the African Union will be sought. Efforts will also be made to address these concerns at other forums and events

In partnership with local and international partners, the project will promote women's effective access to a range of financial services and products tailored to their needs. Resources will be raised to support capacity development of financial institutions with innovative initiatives to support women entrepreneurship, with particular emphasis on capacity development in entrepreneurial skills (including expertise in e-trade, planning, pricing, marketing, etc) .It will seek to strengthen women entrepreneurs associations and their support agencies to identify potential markets and opportunities for both intra and cross-border trade. The project will also review existing women's "funds", with a view to developing mechanisms for their effectiveness. It will also take stock of innovative initiatives, such as Kenya Equity Bank/UNDP flagship programme, *Fanikisha* , and the Cameroon initiative, AGFUND, and promote replication of these in at least 5 African countries. South-South cooperation and exchange will be promoted, particularly with Asia and other emerging economies.

The Project will also generate broader donor support and partnerships and leverage existing commitments and long-standing international instruments such as CEDAW, Beijing Platform of Action and the AU's recent framework and action plan "Advancing African Microfinance Sector"¹⁸ and build on the 2008 UN Commission on Women (CSW 2008) momentum "Financing for Gender Equality". This project will ensure that women entrepreneurs are not confined to sectors "deemed traditional and feminine", primarily food processing and petty trade, that render women redundant, but rather support a range and mix of innovative services adapted to the variegated needs and location of women entrepreneurs along the continuum of micro-small-medium and large enterprise.

Building on lessons learned and good practices in other regions (i.e. Central America), UNDP will promote the adoption of voluntary certification processes for the private sector in Africa that address equality between women and men in the workplace (e.g. recruitment, remuneration, training opportunities, labour rights, medical services, sexual harassment, work-family balance and parental leave).

Innovative models

Kenya (strong banking and financial market; *Fanikisha* initiative: a joint effort by UNDP-Kenya and Equity Bank to innovative owner-operators of healthcare micro-franchises; vibrant export market, livestock and cut flowers); **Ghana** (Stable and dynamic market high potential for scale up of microenterprises to SMEs), **Nigeria** (UNCDF MicroStart project and ECOWAS economic power); **South Africa** (highly developed private sector with conducive environment for investment); **Mozambique** (cross border trade, Health and HIV nexus with trade); **Rwanda**¹⁹ (expansion of market for eco-trade and infrastructural development); **Uganda** (innovative entrepreneurial sector); **Niger** (low MDGs progress but distinctive trade potential adding value to livestock); **Liberia** (post-conflict reconstruction and support to market women's initiative); **Democratic Republic of the Congo (DRC)** (sustaining livelihoods in conflict situations); **Ethiopia** (cross-border trading); **Mali** (value adding to agricultural commodities and potential for high value indigenous crops such as Shea butter industry and cottage industry bringing issues of local knowledge, property rights and certification to the fore); **Senegal** (vibrant market and network of entrepreneurs trying to develop remittance-based entrepreneurship); **Burkina Faso** (UNDP/ RGP project Supermarché 100% **Burkina**: Burkine Tedo²⁰; and UNDP programme for securing "decent and secure" employment opportunities for young prostitutes.

UNDP will actively seek to strengthen and forge new partnerships with the African Union, regional economic communities, UN agencies—such as ILO, UNIFEM, UNCDF, UNIDO, UNOWA, as well as with regional civil society organizations and business networks, including the African Federation of Women Entrepreneurs (AFWE), Réseau Africain pour le Soutien à l'Entreprenariat Féminin (RASEF), South African Women Entrepreneurs' Network (SAWEN); the Cross Border Initiative (CBI), African Working Women's Network (RAFET), and Femmes Chefs d' Entreprises Mondiales (FCEM)

¹⁸ "AU Advancing the African Microfinance Sector Road Map and Plan of Action June 30, 2008 to set out regional framework and through which the AU can coordinate efforts at the national and regional, sub-regional, and AU member state levels, to outline features prominently among the 5 goals

The 2004 Ouagadougou Summit Declaration and Action Plan and the 2006 African Ministers of Finance, Planning, and Economic Development reiterate need for Africa to tap the dynamism of microfinance for job creation and income security

¹⁹ Mobilizing resources through multi-stakeholder partnership including (DFID) for countries such as Rwanda and Sudan, within the framework of UN General Assembly Resolution Aid to Survivors of Genocides

²⁰ Project document collected during field mission in Ethiopia from RBA/UNDP

To address the perennial deficit of information about market and trade opportunities, customs and quality standards—often major obstacles for women—the project will promote the creation of market and trade information portals for women entrepreneurs in Africa, with strategic market and trade-related information, as well as on legal and other procedures. UNDP will also promote South-South cooperation and exchange of lessons learned and good practices, including through regional or continental fairs, such as the “100% African Products Fair”.

Activity 2.2. Promoting gender-responsive public private partnerships for local service delivery

In collaboration with the Africa Development Bank and other partners, UNDP (RBA/BDP/Partnerships Bureau) will also promote women's economic empowerment through the establishment of gender-responsive public private partnerships for local service delivery. This will include both strengthening the capacity of governments to design and deliver public services through gender-responsive public private partnerships, as well as the capacity of poor women and men to partner with governments to improve the delivery of public services. Case studies, lessons learned, and good practices on public private partnerships for local service delivery will be documented to promote information and knowledge sharing.

This activity will also address issues of women's employment which remains predominantly in agriculture that is rain-fed with low technology inputs, and high cost of efficient energy sources. Women's limited access to land, water and energy services, added to related time burden and opportunity cost for other productive activities, compromise their livelihood security, general welfare and access to needed alternative livelihood strategies and income sources. The current food crisis compels African countries, communities, households, men and women to devise coping mechanisms, build resilience and risks mitigations strategies. Consequently, the Project will ensure that women's roles in managing and protecting natural resources are fully reflected, as well as the need for equitable access to resources for both domestic and productive purposes. Strategies will also be devised for improving women's involvement in policy-making and decision making on optimal use and protection of natural resources and the environment. Women's needs for particular forms of energy for specific uses will be integrated into project activities. It will seek innovative strategies to increase women's participation in household energy production, commercialization and management, and greater role in livelihood and safety nets community development projects.

These activities fulfill multiple objectives, including:

- promoting innovative and sustainable entrepreneurial activities while developing and marketing new products with potential high market value and mitigating environmental damage and deforestation;
- enhancing women's role in environmental protection, while providing incentives for sustainable land use, natural resource management and biodiversity protection;
- minimizing time burden on women and girls and related opportunity cost by mainstreaming gender into environment and energy policies;
- supporting an enabling policy environment for systematic inclusion of gender equality and women's needs in energy and environmental frameworks and delivery.

Possibilities for a joint compact and partnership involving UNDP/ FAO and WFP, UN HABITAT, UNEP, and UNCCD, RECs could be explored. The Gender Environment and Energy Compact would draw from the comparative advantage of each organization, their complementary mandates and outreach capacity to implement integrated solutions to the multifaceted dimension of gender, environment, energy, viewed in the context of current food crisis affecting a growing number of women and men, vulnerable household members in urban and peri-urban locations.

Activity 2.3. Promoting women's legal status and economic rights

Property rights are especially complicated in some parts of Africa because of the duality of formal and traditional law. The implications of equal access are immense and impact social, cultural and economic relationships within communities—equality in access to land and property is a cornerstone of the fight for equal economic opportunities. To secure women's legal rights, including with respect to land and other property, UNDP will use the African Union Land Framework and Guideline (2009) as an entry point to strengthen commitments to women's property rights and access to productive resources, asset and land. In this context, in partnership with other agencies (e.g. UNIFEM, UN HABITAT) UNDP will support the participation of regional civil society organizations in consultative processes at regional, sub-regional and national levels to formalize a common platform on land rights.

Building on work of the Women's Rights Observatory, UNDP will support the development of baselines on the state of women's economic rights in Africa, and gender-specific indicators.²¹ On the basis of these baselines, indicators and benchmarks, UNDP will prepare an "African Human Development Report on Women's Rights", specifically focusing on women's property rights, with the objective to promote policies, legislation and practices that ensures women's equal access to property and inheritance rights. This report will evaluate how African governments are performing on this issue and make recommendations for the future action. It may lead to the establishment of the "Africa Land Champion Award"—an annual nomination-based award—with the view to provide incentives to policy-makers and other actors to advance women's access to land rights. This project will leverage partnership of the AU, RECs, sister agencies, regional CSOs, donors, and resource persons from research and academic institutions, professional associations.

In the context of post-conflict countries, UNDP's 'Eight Point Agenda' will be the guiding framework for promoting women's economic and social empowerment.

Output 3: Strengthening women's leadership and influence in policy making and public and private governance, in both development and post-conflict contexts, in order to affect social and political change.

The project will support regional institutions, leading regional women's organizations, CSOs, AU, RECs, as well as the Pan-African Parliament, through an umbrella programme that actualizes international and continental commitments on gender equality and women's rights, including the Kigali Declaration on Gender, Nation Building and the Role of Parliament (2007) and the Monrovia Declaration on Women's Empowerment, Leadership Development, Peace and Security. This initiative is aimed at consolidating knowledge and building centres of excellence on women's leadership in Africa, including in the context of peace building and post-conflict reconstruction. It embodies a capacity development programme to nurture, mentor, support, and expand women's leadership in all spheres of decision-making: at the grassroots, local administration, and in politics at local and legislative levels. Delivery of this output will be channelled through a cluster of activities including the following:

Activity 3.1. Design and delivery of a leadership development and mentorship initiative: "Women and Transformative Leadership".

This initiative will include capacity development for women parliamentarians for more impact on legislative frameworks, fiscal oversight, enhanced legislation skills and outreach to women's grassroots organizations. The initiative will also seek to promote girls' mentorship for intergenerational change and the cooptation of men in regional and legislative bodies in support of gender policies. Beneficiaries of this activity include women members of national parliaments, the Pan-African Parliament, sub-regional parliaments and women caucuses, as well as women in public and local administration. Capacity development of women leaders in public administration is a crucial investment that could yield high return in improving gender responsiveness in electoral processes, strengthening political parties, and women leaders' political weight and policy influence in service delivery.

Activity 3.2. Support for advocacy on specific leadership and gender equality agendas

The project will support the implementation of specific women's leadership agendas, such as the AU African Women's Decade, the Maputo Solemn Declaration, the Kigali and Monrovia Declarations, the AU Gender Policy, and other long-standing international commitments such as CEDAW and the Millennium Declaration. The objective will be to strengthen political will and fast-track electoral gender quotas, achieve gender equality in legislative representation and overall women's political participation. The project will support other gender equality agendas including the UN Secretary General's Africa-wide Campaign against Gender-Based Violence and tracking of the implementation of Resolutions 1325 and 1820.

Activity 3.3. Institutional strengthening for platforms and facilities for engagement and learning

The project will seek to build capacity for centres of excellence for African women leadership development, engagement and learning as well as mentorship initiatives (e.g., the Peace Institute, the Angie Brooks International Centre (ABIC) for Women's Empowerment, Leadership Development, Peace and Security²², the Graca Machel Women Leaders Fund).

²¹ Women's Rights Observatory's baseline studies on land and property rights of women in Burundi, Cameroon, Ethiopia and Tanzania (country narrative reports)

This activity will also seek to support centres of excellence in preparing, nurturing and networking generations of women leaders to effect change in stable and in crisis and post crisis contexts and to spur accrued participation of women in local governance and in all spheres of post conflict and post-crisis reconstruction. Support will be given to regional organizations such as the International Conference on the Great Lakes Region (ICGLR). The Project will institute a 'Gender Policy Sponsors and Champions.' It will consist of a network of men and women policy champions and advocates, modelled after the MDGs 3 Torch Bearer, to harness the political, cultural and social capital of influential policy champions from AU, APRM, NEPAD, RECs, private sector, regional bodies and regional/sub regional parliaments, committed to advancing crucial unmet gender policies.

Activity 4: Enhancing the effectiveness of the AWRO and the ECA African Centre for Statistics to create a consolidated, composite data bank with tracking features on gender equality and women's empowerment commitments, conventions, and laws ratified by the AU and member states and to develop a monitoring framework to enhance regional capacity in gender statistics for evidenced-based advocacy and policy making and to generate research-based reports and gender statistics on critical themes.

Strategic partnerships

Strategic partnerships will be leveraged with UN sister agencies with comparative advantage such as UNIFEM, the AU (Gender Directorate), donors, RECs and training centres such as the ECOWAS Gender Training Unit, IDEA, and the sub-regional parliaments. The Project will forge partnerships with specialized leading organizations such as the Foundation for Community Development (FCD), within the framework of the MDGs Torch Bearer Commitments and the Women Leadership and Scholarship Fund for Southern Africa to design and deliver the capacity development course in partnership with regional women's NGO networks, including Advocacy for women in Africa (AWA), African Development Assistance (ADA); Africa leadership Forum (ALF); African Women's Development Fund (AWDF); Femmes Africa Solidarity (FAS) RECs Gender Units, donors, bilateral partners, and women empowerment champions.

IV. MANAGEMENT ARRANGEMENTS

Advisory Board: There is already an Advisory Board (AB) for the Regional Cooperation Framework III. It will also serve as the Advisory Board for this project. In this regard, the AB will provide (i) policy advice and (ii) suggestions on coordination with other agencies involved in germane projects. These services will not be charged against the project.

Project Governance: This will be at two levels. Overall accountability for the attainment of results and the judicious use of programme resources, that is, coordination, strategic direction and oversight for this project will be the responsibility of the RBA Director, assisted by the Deputy Regional Director, Policy and Strategy Division (PSD) in New York. Consistent with the newly defined UNDP/RBA functional structure, project implementation will be decentralized and therefore, the Deputy Regional Director in the ASRO in Johannesburg will assist with the supervision of the management of project activities.

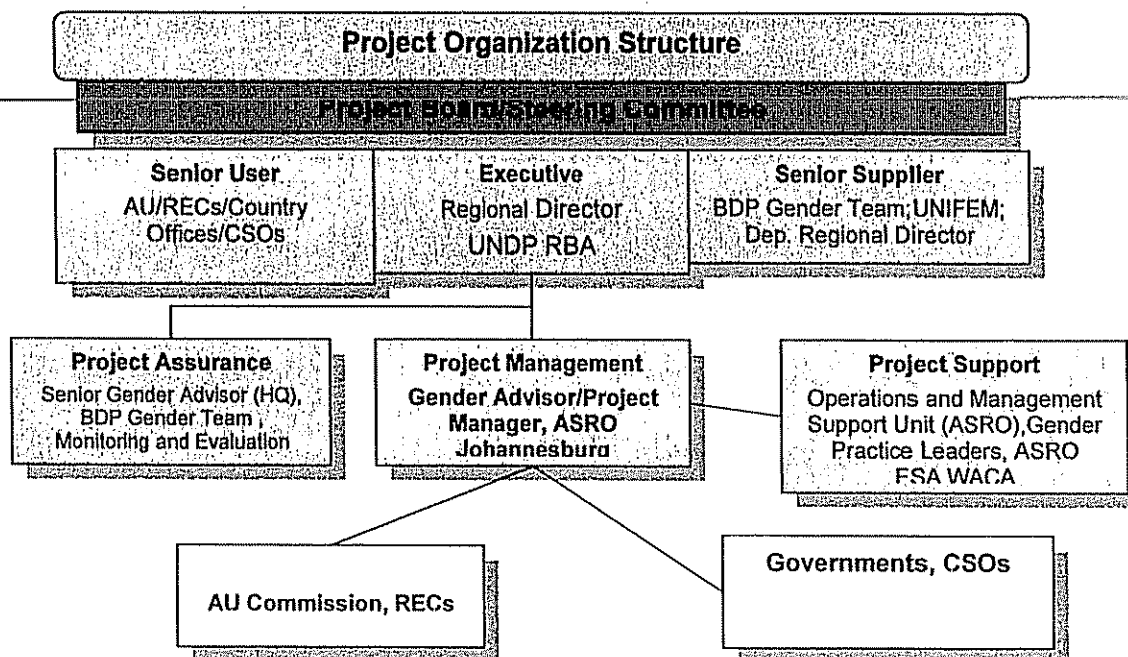
The RBA Director will be further assisted in his functions by a Project Board, which will act as the Steering Committee (SC) for the project. The SC will be established by RBA Director and, in providing strategic guidance for the project, will: (i) approve work plans, including prioritization of project activities, shifts in strategic direction when required and assess the relevance and quality of activities, (ii) advise on coordination with other agencies involved in germane projects, and (iii) review and approve the project's reports on activities and outputs achieved. The SC will meet twice a year to review overall progress in the implementation of the project and between meetings there will be electronic exchanges of information and video-conferences. The SC will be comprised of senior representatives of key beneficiary institutions, such as the AU and RECs; other UN organization (UNECA, UNIFEM); the RBA Deputy Directors in Johannesburg and Dakar; at least one RR/RC; and a senior staff of the BDP Gender Team. Members of the SC will be chosen for their leadership, experience and understanding of capacity building issues. Seeking gender balance will be mandatory when selecting the members of the Steering Committee. The RBA Director will delegate chairing of the SC to the RBA Deputy for PSD and for which the RBA Senior Gender Advisor, based in New York, will act as secretary.

Day to day management: The project will be directly managed by the RBA Deputy Regional Director in the Johannesburg ASRO, who will make arrangements for the delegation of day to day responsibilities for project implementation to the Gender Advisor, who will act as Project Manager and will be recruited using project resources. In addition to his/her gender advisory duties, the delegated responsibilities of the Project Manager will include: partnership building, resource mobilization, and liaison with partners (both beneficiary and donors) and reporting on progress to both

the RBA Director and donors, as needed. In implementing project activities, attention will be given by the Project Manager to fostering coordination with germane activities carried out by bilateral and multilateral actors, -donors, UN agencies, CSOs and policy think tanks- to seek synergies and avoid duplication.

The Gender Practice Leaders based in ASROs will take the lead for gender equality and women's empowerment initiatives in the respective regions and will act as gender focal points and advisors. Support to operations and financial management and reporting on project activities will be provided by the Operations and Management Support Unit (OMSU) based in the Johannesburg ASRO. Where necessary, regional programme resources will be used to supplement staff costs of the OMSU.

Table 1: Programme Management Structure



Project assurance: This will be delegated to the RBA Senior Gender Advisor (based in Head Quarters), who will ensure (i) that project commitments are in line with resources allocated, (ii) compliance with this substantive area of UNDP's Strategic Plan, as outlined in this project document, (iii) timely presentation of workplans to RBA management for any needed re-allocation of resources, and (iv) timely production of quarterly updates to management on delivery of results. The BDP Gender Team Policy Advisors will contribute to the substantive alignment between project activities and UNDP policies and practices and will provide technical guidance to the Project Manager who will be an integral member of the Project Board.

Execution: In view of the critical role given to UNDP to provide assistance to developing the capacities of national and regional institutions to accelerate pro-poor growth and accountability on the sub-continent, and in line with the decentralization strategy of UNDP and the increasing need for enhanced accountability and quality assurance, this project will be directly executed at the RBA ASRO Johannesburg.

The RBA Evaluation Advisors will facilitate regular monitoring and timely evaluation of project activities.

V. MONITORING AND EVALUATION

Monitoring and evaluation procedures will be according to UNDP guidelines. The goal will be to assess and track progress in achieving impact, according to the outputs set out in annual work plans and against the overall project objectives. The evaluation plan will be conducted in accordance with UNDP evaluation policy, developed and approved

by the UNDP Executive Board at the 2006 annual session, and consistent with General Assembly Resolution 59/250 and the norms and standards for evaluation set by UNEG of April 2005,²³ and agreed upon by the implementing partners. It will be in accordance with the gender equality standards defined by the United Nations Evaluation Group (UNEG), and by the system-wide policy and strategy for women's empowerment and gender equality.

The evaluation plan will consist of the following:

- Baseline internal evaluation and follow-up of project initiation phase
- Internal and joint evaluation
- Outcome Evaluation
- End of Project evaluation.

Quarterly and annual progress reports will be produced and distributed among project partners, stakeholders, and beneficiaries. A double feedback loop and quick response mechanism will enhance the project's effectiveness and application of timely corrective measures.

~~The project will allocate 5% of its resources for the purpose of monitoring and evaluation, including meetings of the project board/Steering committee.~~

Monitoring and evaluation plan

Monitoring Actions	Report Recipient	Due by	Completed on	Status
Planning Workshop Initiation phase	Project Manager	Q3	Q 4	
Annual Review Report	Project Manager	Q4	Q4	
Annual Work Plan	Project Steering Committee/Project Manager	Q4	Q4	
Periodic Progress Reports	Project Manager	Quarterly	Q1-4	

VI. COMMUNICATION, REPORTING AND KNOWLEDGE PRODUCTS

Communication is a critical component of this project. Direct (vertical and horizontal) communication among partners, beneficiaries, and stakeholders is emphasized. The regional scope of the project offers a unique opportunity to document, package, and share new knowledge products, innovative practices, and tools arising from the execution of the project in diverse regional, sectoral and institutional contexts.

Knowledge management will be a key component of the project. A project's internet website integrated into ASROs' upcoming gender web portals and "Gender Net" will serve as communication outlet, providing insights into the projects' activities and achievements. The website will also serve as an interactive platform (e.g., an interactive web-portal: "Africa E- Gender Practice") linking all project's constituents and stakeholders. It will provide real-time information and highlights of achievements, best practices, innovative approaches, as well as new knowledge and practices arising from the Project. A Project Communication Officer or a UN Volunteer with technology expertise can manage the web-portal.

The various project components and supporting activities offer a rich pool of tools and knowledge products of practice and policy relevance, valuable to package, upgrade overtime in a cumulative process of knowledge generation and capacity development. Combined with the lessons learned and best practices arising from the Projects' assessment, the Project will generate a compendium of capacity development initiatives under this Project: 1) "Gender-responsive Economic Policy Initiative" (GEPI); 2) "Practice Leadership for Change" (PLC); 3) "African Women Economic Empowerment" (AWE) and supporting training courses. "Developing and Sustaining Women-led Businesses and Enterprises;" "Economics and Gender;" and "Women and Transformative Leadership Development" provide a robust project knowledge base, baseline, and capacity capital to be harnessed, shared, expanded during the Project's implementation timeframe and beyond

²³ UNDP strategic plan, 2008-2011 Accelerating global progress on human development 2007

VII. POTENTIAL RISKS AND MITIGATION STRATEGIES

Areas of potential risk are outlined below with suggested mitigating strategies:

Risks	Mitigations Strategies
Staffing: No Gender Advisor staffing at ASRO Johannesburg yet	Urgent staffing of the Gender Advisor position and Gender Desk
For both ASROs: a well-staffed Gender Desk coordination, review, and monitoring accountability mechanism	A well-staffed Gender staff accountable for results on gender equality and women's empowerment will be critical
Human resources, potential staffing challenges to recruiting project staff with both sector and gender expertise	Facilitate on-the-job training and active learning to enhance capabilities when gender analysis, planning and assessment competencies are inadequate among project implementing staff Technical backstopping and advising of RBA Gender Unit, ASRO Gender Advisor and technical staff
Delays in action plan elaboration and execution within budget and timeframe	Set action plan elaboration in work plan; define and agree on norms, modalities, and timeline for delivery
Limited capacity transfer during project cycle	Set framework for collaborative learning and knowledge capture with realistic expectations of capacity transfer during project cycle
Changes in external environment and emerging needs; competing agendas and priorities	Build a negotiated margin of flexibility in the project implementation and provide opportunities for piloting innovative approaches and meeting emerging needs Ensure that the project is aligned with beneficiaries and Regional Institutions' priorities and complements existing initiatives Ensure close consultation, collaboration, and communication during the project initiation phase and throughout implementation
	Build synergies between legally-binding international instruments with AU and RECs priority agendas such as The African Women's Rights Observatory and the AU "Gender Policy". Harmonize and repackage policy agendas to ensure their relevance and to galvanize continued action for their achievement

VIII. 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 SBAA's for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof.

The legal basis for this project document is the UNDP Regional Programme Document for Africa (2008-2011). The administration of the project will be governed by UNDP rules and procedures as defined in the UNDP Programme and Operations Policies and Procedures within the broader policy context defined by the Executive Board.

This project will be directly executed by UNDP RBA/ASRO, based in Johannesburg

IX. PARTNERSHIPS AND RESOURCE MOBILIZATION STRATEGY

The Project will engage multiple level and purpose partnerships with relevant stakeholders in mobilizing resources under joint delivery and cost sharing agreements and greater outreach to beneficiaries and ensure relevance, effectiveness

and efficiency in the Project's delivery. Consequently, it will leverage purposive and value adding multi-stakeholder partnerships with sister UN agencies ; UNIFEM, UNFPA, UN Compact ILO/ ECA, UNCDF, UNIDO, UNCTAD , WFP, FAO, UNEP, GEF, bilateral and multilateral development agencies inclusive of AfDB, CIDA and IDRC, SIDA, NORAD, DFID, WB, for complimentary and synergistic interventions²⁴, resource mobilization, and knowledge sharing. It will capitalize on joint initiatives with UN sister agencies, particularly UNIFEM, UNFPA, UNECA, in the spirit of "Delivering as one" , and mobilize support from RECs and the AU. Engaged participation and intermediation of country offices and UN Country Teams will be crucial to the project's outreach at country and local level.

Strategic partnerships will be forged and strengthened with specialized regionally-based CSOs, IUCN, leading women's organization networks and CBOs, especially in the advocacy and social dialogues initiatives on property rights for instance. These include, to mention only a few, the African Women's Communication Network (FEMNET), Women Law and Development in Africa (WILDAF), EASSI, Femmes Afrique Solidarité (FAS), Equality NOW, The International Gender and Trade Network; African Women's Association for Research and Development (AAWORD). The project will also reach out to the media, the private sector-(inclusive of the African Diaspora), finance institutions and rating agencies.

Partnerships will be forged with women entrepreneurs and business networks in RECs and at country and regional level including: African Federation of Women Entrepreneurs (AFWE); African Women Economic Empowerment Network (AWEPON), Réseau Africain pour le Soutien à l'entreprenariat Féminin (RASEF); South African Women Entrepreneurs' Network (SAWEN); The Cross Border Initiative (CBI); African Working Women's Network (RAFET); and Femmes Chefs d'Entreprises Mondiales (FCEM). Active engagement of professional business/finance and trade networks, associations of women entrepreneurs, research, training centres and regional bodies will be established to create a specialized community of practice (CoP) (i.e., the *African Women Economic Empowerment Network /AWEEN*), a resource pool of expertise and a platform for engagement, conducive to collaborative exchanges, new thinking, and resource mobilization, ext-post. Finally, the Project will seek synergies and partnerships with ongoing UN-wide Global Programmes of UNDP such as the South –South exchange initiative

The Project underscores the mobilization and utilization of the comparative advantage of civil society organizations, peer institutions, specialized women's organizations, and regional institutions as both service providers and beneficiaries in the training and capacity development programmes (face to face, online and distance learning). This offers a strategic opportunity to strengthen concomitantly organizational and human capacities, enable circular reinvestment of resources, and upgrade of institutional delivery capacities. This approach promises to be more effective and cost efficient in reduction transaction cost while contributing to sustainable development and upgrade of African institutional and human capacities.

The Project will engage multiple levels and purpose partnerships with relevant stakeholders in mobilizing resources under joint delivery and cost sharing agreements and greater outreach to beneficiaries. It will leverage partnerships and joint initiatives with sister UN agencies and bilateral and multilateral development agencies for complementarity and synergies²⁵, as well as knowledge sharing and mobilize support from RECs and the AU and specialized CSOs and CBOs. UNDP Country Offices and UN Country Teams will be crucial for the project's outreach at country and local level. Partnerships will also be forged with women entrepreneurs and business networks in RECs and at regional and country and levels. The project will seek to actively engage with professional business/finance and trade networks, academic and research institutions, so as to create a specialized community of practice (CoP) for expertise and knowledge exchange, as well as resource mobilization. Finally, the Project will seek synergies and partnerships with ongoing UN-wide Global Programmes such as the South –South exchange initiative. The comparative advantage of civil society organizations, peer institutions, specialized women's organizations, and regional institutions will be harnessed, as service providers and beneficiaries. This is a strategic opportunity to concomitantly strengthen institutional, organizational and human capacities and maximize resource investments. This will be more effective and cost efficient by reducing transaction cost while contributing to sustainable development and upgrade of African institutional and human capacities.

X. RESULTS AND RESOURCES FRAMEWORK

	<p>Intended Outcomes:</p> <ol style="list-style-type: none"> 1. Enhanced regional, sub-regional and national strategies for higher levels of pro-poor growth and the reduction of gender inequalities formulated and implemented. 2. Conducive policy and regulatory environment for private sector growth and participation in development. 3. Enhanced political participation and management of elections. <p>Expected Outputs:</p> <ol style="list-style-type: none"> 1. Enhancing capacity for policy makers, planners and practitioners to formulate, implement and monitor gender-responsive MDG-based policies, strategies, plans and budget frameworks, and ensure gender-responsive programming across UNDP focus areas. 2. Promoting women's economic empowerment, employment opportunities and an enabling institutional and regulatory environment for equal access to economic and natural resources, in an enabling institutional and regulatory environment. 3. Strengthening women's leadership and influence in policy-making and public and private governance, in both development and post-conflict contexts, in order to affect social and political change. <p>Outcome indicators</p> <ol style="list-style-type: none"> 1. Number of countries and RECS with concrete gender-responsive pro-poor growth strategies. <ul style="list-style-type: none"> • <i>Baseline: 22 African countries have formulated MDGs-based plans, but they are not adequately funded</i> 2. Number of policy makers, economists, planners, practitioners trained to formulate, implement and monitor gender responsive MDG-based policies that take full account of women's contribution to African economies. <ul style="list-style-type: none"> • <i>Baseline: current plans not sufficiently incorporating pro-poor and gender-responsive growth strategies</i> 3. Number of countries with gender-responsive fiscal and legal business frameworks and legislation 4. Number of sustainable innovative financial products and initiatives for women and number of women entrepreneurs trained in management and technical skills 5. Number of viable PPPs established <ul style="list-style-type: none"> • <i>Baseline: weak business regulatory environment; lack of strong managerial and technical skills among women entrepreneurs; few and poorly devised PPPs</i> 6. Number of national and regional platforms and centres of excellence for women's organizations engaged in political processes 7. Number of women in leadership roles in public and private governance 6. Number of regional bodies with clear platforms for CS and women organizations outreach and engagement <ul style="list-style-type: none"> • <i>Baseline: weak CSOs, women and non-state actors participation in political processes</i>
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Project Title and ID (ATLAS Award ID): *Regional Project for Gender Equality and Women's Empowerment in Africa: Atlas Award ID:00057489; Project ID:00071044*

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Intended Outcome 1: Enhanced regional, sub-regional and national strategies for higher levels of pro-poor growth and the reduction of gender inequalities formulated and implemented</p> <p>Output 1: Enhancing the capacity of policy makers, planners and practitioners to formulate, implement and monitor gender-responsive MDG-based policies, strategies, plans and budget frameworks and ensure gender-responsive programming across UNDP focus areas.</p> <p>Baseline</p> <ol style="list-style-type: none"> Limited number of economists, planners and decision makers with relevant knowledge and skills for gender-responsive macroeconomic policy formulation and programming. Limited capacity of technical ministries (finance, planning, budget) women's machineries, and CSOs for including gender analysis in macro-economic policy formulation, planning and budgeting. Limited capacity of national bureaux of statistics to gather and manage gender-responsive data. <p>Indicators:</p>	<p>2009: Capacity Development for MA course 3-week course module developed and validated and both courses launched. Resource mobilization 2011 GEMPI Africa initiative evaluation.</p> <p>At least 2 regional reports (2010).</p> <p>Policies and programmes for up-scaling MDG3 financing completed in at least 5 countries. (2010- 2011)</p>	<p>1.1 GEMPI Africa Initiative Launch MA in Gender-aware Economics and 3-week courses at UNIDEP Study visits for lecturers American University and Essex University (March-August 2009). Resource mobilization and implementation of GEMPI (2009-2011).</p> <p>1.2 Regional needs assessment on gender-sensitive planning and programming within RECs. (2010)</p> <p>1.3 Support to 10 pilot countries to upscale programmes to attract additional Geneagles funding for MDG3 (2010- 2011)</p> <p>1.4 Regional gender-responsive planning and budgeting workshop (AU organs, RECs) ,NEPAD) organized.</p> <p>1.5 Capacity development for gender-responsive planning and programming across UNDP focus areas</p>	<p>ASROs Makerere University UNIDEP American University University of Essex</p> <p>UNDP policy advisors UNECA, UNIFEM</p> <p>UNECA, NEPAD, AERC, WILDA</p>	<p>\$ 900,000 Consultancy, travel, DSA Institutional support , policy advisory services</p> <p>\$ 100,000 Consultancy, report costs Policy advisory services</p> <p>\$ 200,000 Consultancy, policy advisory services</p> <p>\$ 100,000 Workshop costs, policy advisory services</p>

<p>1. Increased # of technical staff in national institutions with demonstrated technical skills analytical for gender-responsive economic policy formulation</p> <p>2. #countries with increased financing for MDG3</p> <p>3. # of countries and RECS with gender-responsive policies and programmes</p> <p>4.# of women moving to executive positions</p>			RECS, UNCTs and COs	<p>\$ 1,650,000 3 policy advisors x 3 years</p>
<p>Intended Outcome 2: Conducive policy and regulatory environment for private sector growth and participation in development.</p>				
<p>Output 2: Promoting women's economic empowerment, employment opportunities and an enabling institutional and regulatory environment for equal access to economic and natural resources</p> <p>Baseline:</p> <p>1.Finance equity gap and lack of appropriate mechanisms and inadequate provision and protection of women's rights limit economic growth.</p> <p>Indicators:</p> <p>1. # of successful models replicated</p> <p>2.# of gender-responsive PPP in service delivery projects in at least 5 countries</p> <p>3. # of trade networks set up</p> <p>4. Publication of "African Regional</p>	<p>2009 Resource mobilization drive for a seed fund (\$ 7 million) to support financial institutions with innovative financial products for women entrepreneurs ,Feasibility study completed.</p> <p>2010 Innovative models in at least 3 countries (2011)</p> <p>Gender-responsive PPP project in at least 3 countries 2010</p>	<p>2.1. Feasibility study and pilot replication of innovative products, e.g FANIKISHA) (2009-2010)</p> <p>2.2 Gender-responsive PPP for local service delivery project launched (e. g. combining energy service delivery, production and marketing, or small-scale infrastructure with entrepreneurship and environmental protection (In collaboration with BDP) (2009-2010)</p> <p>2.3 Regional sensitization seminar "on valuing women's contribution to African economies for all AU organs, RECs including APPRM ,NEPAD organized (2010)</p>	<p>In collaboration with Private Sector Division ,Partnerships Bureau , UNCDF, UNECA (Trade center &ACGSC) ,ITC,IFC</p> <p>AfDB, BDP, IFC,RECs, UNEP</p>	<p>\$ 190 000 (Consultancy costs, policy advisory services. (\$ 7 million minimum to be sourced)</p> <p>\$ 150,000 Consultancy services, policy advisory services (Project resources to be mobilized, in collaboration with BDP and AfDB)</p>

<p>Women's Economic Rights report"</p> <p>5. # of regional policy dialogues to improve regulatory framework</p> <p>6. Market and trade portal and CoP set up</p>	<p>Regional seminar report published (2010)</p> <p>South/south study visit (2010)</p> <p>Publication of "African Regional Report on Women's Economic Rights"(2011)</p> <p>Resource mobilization for (RCF IV)/after evaluation (Mid- 2011)</p> <p>CoP and network "African Women Economic Empowerment" launched (2009)</p>	<p>2.4 One regional /South-South visit for women exporters organized (in collaboration with Partnerships Bureau, RBAP) (2010)</p> <p>2.5 Mapping study on the status of women's land, property and inheritance rights and publication of a "African Regional Human Development Report on Women's Economic Rights ", to be produced periodically. (2010-2011)</p> <p>2.6 Knowledge Management Network. portal set up and operational in at least 10 countries and an active community of practice and network "African Women Economic Empowerment" (AWE) established and operational (2010)</p>	<p>UNECA,AU, RECS</p> <p>UNDP Policy Advisors, ITC,IFC</p> <p>UNDP Policy Advisors ASROs, RECs,</p> <p>UNDP policy advisors, ARSO,UNIFEM</p>	<p>\$ 150, 000 Conference costs Consultancy Report</p> <p>\$100, 000 Travel, DSA, policy advisory services</p> <p>\$250,000 Consultancy, editing, publication</p> <p>\$190,000 (Workshop costs, travel DSA, portal design and management)</p>
<p>Intended Outcome 3: Enhanced political participation and management of elections.</p>				

<p>Output 3: Strengthening women's leadership and influence in policy making and public and private governance, in both development and post-conflict contexts, in order to affect social and political change.</p> <p>Baseline</p> <p>1. Numerical representation of women in parliaments is improving, but parity and demonstrated influence are not yet achieved.</p> <p>2. Limited opportunities to enhance women's negotiation skills and provide effective platform to keep governments to account and impact gender policy making, planning and budgeting</p> <p>4. Goals of equal political participation and inclusive governance are not yet met.</p> <p>Indicators</p> <p>1. Strong institution development conducive to a functional platform for negotiation, leadership development, and intergenerational mentorship such as the Angie Brooks International Centre (ABIC) supported and operational</p> <p>2. Institutional and advocacy capacities of the <i>African Women's Rights Observatory</i> to track and monitor the ratification and implementation of gender equality commitments, action plan and MDGs strengthened</p>	<p>2009</p> <p>Design and validate "Women in Transformative Leadership" programme</p> <p>Consultations seminar with AU, UNECA, UNIFEM, RECs, on mechanisms to support leadership agendas (1 workshop). (2010)</p> <p>Guidelines for promoting women in leadership published (2010)</p>	<p>3.1 Design and implement "Women and Transformative leadership Development" programme. (2009-2011)</p> <p>3.2 Advocacy for effective implementation of specific leadership agendas (UN SG campaign against GBV, AU African Women's Decade, the Maputo Solemn Declaration, Kigali and Monrovia declarations, etc. (2009-2011)</p> <p>3.3 Institutional strengthening for platforms and centres of excellence for women's leadership and mentoring initiatives (e.g. Angie Brooks International Centre, the Graca Machel Women Leaders Fund, etc. (2009-2011)</p> <p>3.4 Support to Regional Organizations engaged in post-conflict, crisis recovery and reconstruction (including Resolutions 1325 and 1820) (ICGLR, Mano River Union, etc) (2009-2010)</p>	<p>UNECA, AU, Pan-African Parliament, RECS, NEPAD, Research and Academic institutions.</p> <p>UNIFEM</p> <p>UNECA</p> <p>AU WGDC, RECs, COs</p> <p>UNIFEM, UNECA, NEPAD</p> <p>AU, Pan-African parliament</p> <p>Foundation for Community Development (FCD)</p>	<p>\$ 400,000</p> <p>Consultancy, workshop costs, policy advisory services</p> <p>\$ 110 000</p> <p>Policy advisory services, consultancy costs, seminar costs</p> <p>\$ 105 000</p> <p>Consultancy costs, policy advisory services</p> <p>\$ 100 000</p> <p>Consultancy, travel, DSA, policy advisory service</p>
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Monitoring and Evaluation (5%)					\$ 247,250
GRAND TOTAL					\$,4,942,250

Regional Project for Gender Equality and Women's Empowerment in Africa

Annual Workplan
Year: 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
Output 1: Enhance capacity policy makers, planners and practitioners to formulate, implement and monitor gender-responsive MDG-based policies, strategies, plans and budget framework, and ensure gender-responsive programming across UNDP focus areas	Consultant recruited			X		ASROss	Regional Resources	75,000
Baseline: 1) Limited number of economists, planners and decision makers with relevant knowledge and skills for gender-responsive macroeconomic policy formulation and programming; 2) Limited capacity of technical ministries (finance, planning, budget) women's machineries, and CSOs for including gender analysis in macro-economic policy formulation, planning and budgeting; 3) Limited capacity of national bureaux of statistics to gather and manage gender-responsive data	GEMPI Africa Initiative drafted				X	ASROs, UNIDEP	Regional Resources	75000

3-week courses at UNIDEP	X	X	X	ASROs, UNIDEP, Makerere University	Regional Resources	Travel, DSA	75,000
Study visits for lecturers at American University and Essex University		X	X	ASROs American University, University of Essex	Regional Resources	Travel, DSA	75,000
Consultants recruited for feasibility study		X		ASROs	Regional Resources	Consultancy costs	30,000
Feasibility study conducted and pilot replication of innovative models COs selected			X	ASROs, UNCDF, UNECA, ITC, IFC	Regional Resources	policy advisory services;	45000
Consultant recruited to draft PPP for local services delivery projects		X	X	UNDP, UNCDF, UNECA, ITC, IFC	Regional Resources	policy advisory services	75,000
Consultant recruited for CoP and network "African Women Economic Empowerment"			X	UNDP, UNCDF, UNECA, ITC, IFC	Regional Resources	policy advisory services	15,000

Indicators: 1) Increase number of technical staff in national institutions with demonstrated technical skills analytical for gender-responsive economic policy formulation; 2) # of countries with increased financing for MDG3; 3) # of countries and RECs with gender-responsive policies and programmes; 4) # of women moving to executive position.

Targets: 2009: Capacity Development for MA course - 3-week course module developed and validated and both courses launched. 3) Resource Mobilization

Output 2: Promoting women's economic empowerment, employment opportunities and enabling institutional and regulatory environment for equal access to economic and natural resources.

Baseline: Finance equity gap and lack of appropriate mechanisms and inadequate provision and protection of women's rights limit economic growth

Targets: 2009: 1) Resource mobilization drive for a seed fund (\$7 million) to support financial institutions with innovative financial products for women entrepreneurs; 2) Feasibility study; 3) CoP and network "African Women Economic Empowerment" launched

<p>Output 3: Strengthen women's leadership and influence in policy-making and public and private governance, in both development and post-conflict contexts, in order to affect social and political change</p> <p>Baseline: 1) Numerical representation of women in parliaments is improving, but parity and demonstrated influence are not yet achieved; 2) Limited opportunities to enhance women's negotiation skills and provide effective platform to keep governments to account and impact gender policy making, planning and budgeting; 4) Goals of equal political participation and inclusive governance are not yet met.</p>	<p>Consultations for CoP and network "African Women Economic Empowerment held</p> <p>CoP and network "African Women Economic Empowerment launched</p>				<p>IFC</p>			<p>15,000</p> <p>30,000</p> <p>210,000</p>
	<p>Consultants recruited to design "Women and Transformative leadership Development" programme</p>	<p>X</p>			<p>ASROs</p>	<p>Regional Resources</p>	<p>Consultancy costs</p>	<p>30,000</p>
	<p>"Women and Transformative leadership Development" programme drafted</p>		<p>X</p>		<p>UNECA, AU, Pan-African Parliament, RECs, NEPAD, Research and Academic institutions</p>	<p>Regional Resources</p>	<p>policy advisory services</p>	<p>30,000</p>

<p>Indicators: 1) Strong institution development conducive to a functional platform for negotiation, leadership development, and intergenerational mentorship such as the Angie Brooks International Centre (ABIC) supported and operational; 2) Institutional and advocacy capacities of the African Women's Right Observatory to track and monitor the ratification and implementation of gender equality commitments, action plan and MDGs strengthened</p>			X	ASROs	Regional Resources	Consultancy costs	15,000
<p>Targets: 2009: 1) Resource mobilization drive for a seed fund (\$7 million) to support financial institutions with innovative financial products for women entrepreneurs; 2) Feasibility study; 3) CoP and network "African Women Economic Empowerment" launched</p>	<p>Consultant recruited to draft guidelines for promoting women in leadership</p>		X	ASROs	Regional Resources	Consultancy costs	15,000
<p>2010: 1) Gender-responsive PPP project in at least 3 countries; 2) Regional Seminar report published; 3) South/south study visit</p>	<p>Consultant recruited for workshops for RECs engaged in post-conflict, crisis recovery and reconstructions</p>		X	ASROs	Regional Resources	Consultancy costs	20,000
<p>2011: Innovative models in at least 3 Countries; Report on "Women's Economic Rights" published; Resource Mobilization</p>	<p>Consultant recruited for feasibility study</p>	X		ASROs			40,000
	<p>Feasibility study conducted</p>		X	ASROs, Advisory services, COs	Regional Resources	Advisory services, Travel costs	35,000
							110,000
	<p>Three Policy Advisors for three years</p>		X	ASROs	Regional Resources	Advisory services	550,000
ADMINISTRATIVE COSTS							

Internal and Joint evaluation (UNDP, AU) - Quarterly progress report					X	ASROs		Regional Resource s	M&E	47,250
										597,250

Regional Project for Gender Equality and Women's Empowerment in Africa

Annual Workplan

Year: 2010

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1: Enhance capacity of African policy makers, planners and practitioners to formulate, implement and monitor gender-responsive policies and programmes and improve capacity for gender mainstreaming across UNDP focus areas</p> <p>Baseline:1) Limited number of economists, planners and decision makers with relevant knowledge and skills for gender-responsive macroeconomic policy formulation and programming; 2) Limited capacity of technical ministries (finance, planning, budget) women's machineries, and CSOs for including gender analysis in macro-economic policy formulation, planning and budgeting; 3) Limited capacity of national bureaux of statistics to gather and manage gender-responsive data</p>	GEMP1 initiative approved and launched	X	X			ASROs, UNIDEP	Regional Resources	Institutional support, advisory services	150,000
	GEMP resource Mobilization			X	X	ASROs, UNIDEP	Regional Resources	Institutional support, advisory services	150,000

Indicators: 1) Increase number of technical staff in national institutions with demonstrated demonstrated technical skills analytical for gender-responsive economic policy formulation; 2) # of countries with increased financing for MDG3; 3) # of countries and RECs with gender-responsive policies and programmes; 4) # of women moving to executive position.

Targets: 2009: Capacity Development for MA course - 3-week course module developed and validated and both courses launched. 3) Resource Mobilization

2010: 1) At least two regional reports produced; 2) Policies and programmes for up-scaling MDG3 financing completed in at least 5 countries

2001: GEMPI africa initiative evaluation; 2) Policies and programmes for up-scaling MDG3 financing completed in at least 5 countries

Innovative models in at least 3 COs implemented	X	X	X	X	X	ASROs, UNCDF, UNECA, IFC	ITC,	Regional Resources	Consultancy; Advisory services	120,000
Consultant recruited for regional needs assessment on gender-sensitive planning and programming within RECs	X					ASROs		Regional Resources	Consultancy	30,000
Regional needs assessment on gender-sensitive planning and programming within RECs conducted		X	X	X		UNDP advisors, UNECA, UNIFEM	policy		Consultancy, report costs, Policy advisory services	40,000
Regional reports drafted and finalized					X	UNDP advisors, UNECA, UNIFEM	policy	Regional Resources	Policy advisory services	30,000
Consultants recruited for regional gender-responsive for local service delivery workshop	X					ASROs		Regional Resources	Policy advisory services, workshop costs	50,000
Regional gender-responsive planning and budgeting workshop organized and held		X	X			AU, NEPAD	RECs,			50,000
Consultants recruited for upscale programme	X					ASROs		Regional Resources	Consultancy costs	30,000

<p>Output 2: Promoting women's economic empowerment and employment opportunities and equal access to and control over economic and natural resources, in an enabling institutional and regulatory environment</p> <p>Baseline: Finance equity gap and lack of appropriate mechanisms and inadequate provision and protection of women's rights limit economic growth</p> <p>Indicators: 1) # of successful models replicated; 2) # of gender-responsive PPP in service delivery projects in at least 5 countries; 3) # of trade networks set up; 4) Publication of "African Regional Women's Economic Rights report"; 5) # of regional policy dialogues to improve regulatory framework ; 6) Market and trade portal and CoP set up</p> <p>Targets: 2009: 1) Resource mobilization drive for a seed fund (\$7 million) to support financial institutions with innovative financial products for women entrepreneurs; 2) Feasibility study; 3) CoP and network "African Women Economic Empowerment"</p>	Workshop for upscale programme	X	X		UNECA, NEPAD, WLDA	Regional Resources	Consultancy, Policy advisory services	30,000	
	Support to 10 pilot countries to upscale programme to attract additional Gleneagles funding for MDG3			X		UNECA, NEPAD, WLDA	Regional Resources	Consultancy, Policy advisory services	40,000
									720,000
	Gender-responsive PPP for local service delivery project drafted	X	X			AfDB, IFC, UNEP	Regional Resources	Advisory services	25,000
	Seminar held for gender-responsive PPP for local service delivery			X		AfDB, IFC, UNEP	Regional Resources	workshop costs; advisory services	25,000
Seminar report for gender-responsive PPP for local service delivery finalized				X	AfDB, IFC, UNEP	Regional Resources	Advisory services	25,000	
Consultants recruited for regional sensitization seminar "on valuing women's contribution to African economies"	X				ASROs	Regional Resources	Consultancy costs, conference costs, report costs	50,000	

launched

2010: 1) Gender-responsive PPP project in at least 3 countries; 2) Regional Seminar report published; 3) South/south udy visit
 2011: Innovative models in at least 3 Countries; Report on "Women's Economic Rights" published; Resource Mobilization

Regional sensitization seminar on "valuing women's contribution to African economies" organized	X	X			UNECA, RECs	AU,	Regional Resources	Workshop costs	50,000
Regional Seminar report finalized, translated and published			X		UNECA, RECs	AU,	Regional Resources	Translation and publication costs	50,000
Regional South/South visit for women exporters organized		X			UNDP advisors, IFC	policy ITC,	Regional Resources	Travel, DSA, Policy Advisory services	100,000
Consultants recruited to develop portal				X	UNDP advisors, ASROs, UNIFEM	policy	Regional Resources	workshop costs, Travel, DSA, portal design & management	30,000
Design workshop organized	X				UNDP advisors, ASROs, UNIFEM	policy	Regional Resources	workshop costs, Travel, DSA, portal design & management	50,000
Portal designed		X			UNDP advisors, ASROs, UNIFEM	policy	Regional Resources	workshop costs, Travel, DSA, portal design & management	25,000

	Portal set up and operational in at least 10 countries				X	X	X	X	X	UNDP advisors, ASROs, UNIFEM	policy	Regional Resources	workshop costs, Travel, DSA, portal design & management	50,000
	Innovative models COs selected and implemented									ASRO, UNCDF, UNDC, ITC, IFC		Regional Resources	Policy advisory services, consultancy costs	120,000
														600,000
	"Women and Transformative Leadership Development" workshop held								X	UNDP, UNECA, AU, African Parliament, RECs, NEPAD		Regional Resources	Policy advisory services, consultancy costs, seminars costs	85,000
	"Women and Transformative Leadership Development" programme drafted and validated							X	X	UNDP, UNECA, AU, African Parliament, RECs, NEPAD		Regional Resources	Policy advisory services, consultancy costs, seminars costs	85,000

Output 3: Strengthen women's leadership and influence in all spheres of decision making
Baseline: 1) Numerical representation of women in parliaments is improving, but parity and demonstrated influence are not yet achieved; 2) Limited opportunities to enhance women's negotiation skills and provide effective platform to keep governments to account and impact gender policy making, planning and budgeting; 4) Goals of equal political participation and inclusive governance are not yet met.

<p>Indicators: 1) Strong institution development conducive to a functional platform for negotiation, leadership development, and intergenerational mentorship such as the Angle Brooks International Centre (ABIC) supported and operational; 2) Institutional and advocacy capacities of the African Women's Right Observatory to track and monitor the ratification and implementation of gender equality commitments, action plan and MDGs strengthened</p> <p>Targets: 2009: 1) Resource mobilization drive for a seed fund (\$7 million) to support financial institutions with innovative financial products for women entrepreneurs; 2) Feasibility study; 3) CoP and network "African Women Economic Empowerment" launched</p> <p>2010: 1) Gender-responsive PPP project in at least 3 countries; 2) Regional Seminar report published; 3) South/south udy visit</p> <p>2011: Innovative models in at least 3 Countries; Report on "Women's Economic Rights" published; Resource Mobilization</p>	Workshops for women's leadership and mentoring initiatives	X			X				UNIFEM, UNECA, NEPAD, AU, Pan-African Parliament, FDC	Regional Resources	Seminar costs, policy advisory services	60,000
	Workshops for RECs engaged in post-conflict, crisis recovery and reconstruction				X				UNDP, NEPAD	Regional Resources	Travel, DSA, Policy Advisory services	65,000
												295,000
	2010: Three policy advisors costs	X			X				ASROs	Regional Resources	Advisory services	550,000
	2010: Quarterly progress reports - Outcome evaluations				X				ASROs	Regional Resources	M&E	100,000
ADMINISTRATIVE COSTS												650,000

Regional Project for Gender Equality and Women's Empowerment in Africa

Annual Workplan

Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1: Enhance capacity of African policy makers, planners and practitioners to formulate, implement and monitor gender-responsive policies and programmes and improve capacity for gender mainstreaming across UNDP focus areas</p> <p>Baseline: 1) Limited number of economists, planners and decision makers with relevant knowledge and skills for gender-responsive macroeconomic policy formulation and programming; 2) Limited capacity of technical ministries (finance, planning, budget) women's machineries, and CSOs for including gender analysis in macro-economic policy formulation, planning and budgeting; 3) Limited capacity of national bureaux of statistics to gather and manage gender-responsive data</p>	Resource Mobilization and implementation of GEMPI	X	X	X	X	ASROs, UNIDEP	Regional Resources	Policy advisory services	300,000
	Support to 10 pilot countries to upscale programme to attract additional Gleneagles funding for MDG3	X	X	X	X	UNECA, NEPAD, AERC, WLDA	Regional Resources	Consultancy, Policy advisory services	100,000

<p>Indicators: 1) # of successful models replicated; 2) # of gender-responsive PPP in service delivery projects in at least 5 countries; 3) # of trade networks set up; 4) Publication of "African Regional Women's Economic Rights report"; 5) # of regional policy dialogues to improve regulatory framework ; 6) Market and trade portal and CoP set up</p> <p>Targets: 2009: 1) Resource mobilization drive for a seed fund (\$7 million) to support financial institutions with innovative financial products for women entrepreneurs; 2) Feasibility study; 3) CoP and network "African Women Economic Empowerment" launched</p> <p>2010: 1) Gender-responsive PPP project in at least 3 countries; 2) Regional Seminar report published; 3) South/south udy visit</p> <p>2011: Innovative models in at least 3 Countries; Report on "Women's Economic Rights" published; Resource Mobilization</p>	<p>"African Regional Human Development Report on Women's Economic Right" drafted, approved and translated</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP Advisors, ASROs, RECs</p>	<p>Regional Resources</p>	<p>Policy advisory services</p>	<p>25000</p>
<p>Publication of a "African Regional Development Report on Women's Economic Right" produced periodically</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP Advisors, ASROs, RECs</p>	<p>Regional Resources</p>	<p>Policy advisory services</p>	<p>25,000</p>	
<p>Resource mobilization for RCF IV</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP Advisors, ASROs, RECs</p>	<p>Regional Resources</p>	<p>Policy advisory services</p>	<p>25,000</p>	
<p>Innovative models implemented in at least 3 COs</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>ASROs, UNDP,UNCDF, UNECA,ITC,IFC</p>	<p>Regional Resources</p>	<p>Policy advisory services</p>	<p>25,000</p>	
<p>Women and transformative leadership programme implemented</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNECA, AU Pan-African Parliament, RECs, NEPAD, Research and Academic institutions</p>	<p>Regional Resources</p>	<p>advisory services</p>	<p>200,000</p>	
<p>Output 3.Strengthen women's leadership and influence in all spheres of decision making</p>									<p>150,000</p>

<p>Baseline: 1) Numerical representation of women in parliaments is improving, but parity and demonstrated influence are not yet achieved; 2) Limited opportunities to enhance women's negotiation skills and provide effective platform to keep governments to account and impact gender policy making, planning and budgeting; 4) Goals of equal political participation and inclusive governance are not yet met.</p> <p>Indicators: 1) Strong institution development conducive to a functional platform for negotiation, leadership development, and intergenerational mentorship such as the Angie Brooks International Centre (ABIC) supported and operational; 2) Institutional and advocacy capacities of the African Women's Right Observatory to track and monitor the ratification and implementation of gender equality commitments, action plan and MDGs strengthened</p> <p>Targets: 2009: 1) Design "women in Transformative Leadership" programme; 2) Seminars on mechanisms to support leadership agendas; 3) guidelines for promoting women in leadership</p>	Mechanisms to support leadership agendas implemented	X	X	X	X	X	UNDP, UNIFEM, UNECA, WGDC, COs	Regional Resources	advisory services	60,000
	<p>ADMINISTRATIVE COSTS</p>	2010: Three policy advisors costs 2011: Quarterly progress reports - End of project evaluation	X X	X X	X X	X X	X X	Regional Resources Regional Resources	Advisory Services M&E	

650,000

GSIC	Gender Steering and Implementation Committee
HIV/AIDS	Human Immuno-Deficiency Syndrome/Acquired Immune Deficiency Syndrome
HD	Human Development
IAD	Intergovernmental Authority on Development
IDEA	Institute for Democracy and Electoral Assistance
IDRC	International Development Research Centre
ILO	International Labour Organization
IU	Implementation Unit
IUCN	International Union for Conservation of Nature
MDG	Millennium Development Goals
NEPAD	New Partnership for Africa's Development
NORAD	Norwegian Development Agency
PLC	Practice Leadership for Change
PPPUE	Private-Public Partnerships for Urban Environment
PSG	Project Steering Committee
RAFET	African Working Women's Network
RASEF	Réseau Africain pour le Soutien à l'entreprenariat Féminin
RBA	Regional Bureau for Africa
RPF	Regional Programme Framework
REC	Regional Economic Community
SAWEN	South African Women Entrepreneurs' Network
SME	Small and Medium Enterprise
SIDA	Swedish International Development Agency
UNCCD	United Nations Convention to Combat Desertification
UNCTs	UN Country Teams'
UNDP	United Nations Development Programme
UNCDF	United Nations Credit Development Fund
UNCTAD	United Nations Conference on Trade and Development
UNECA	United Nations Economic Commission for Africa
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Group
UNFPA	United Nations Population Fund
UNIDEP	United Nations African Institute for Economic Development and Planning
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Fund for Women
UNOWA	United Nations Office for West Africa
WFP	World Food Programme
WGDC	Women, Gender and Development Center (AU)
WILDA	Women in Law and Development in Africa

ACRONYMS

AAWORD	African Women's Association for Research and Development
ABIC	Angie Brooks International Centre
ADA	African Development Assistance
ALF	African Leadership Forum
AERC	African Economic Research Consortium
AfDB	African Development Bank
AFWE	African Federation of Women Entrepreneurs
AHDRWPR	African Human Development Report on Women and Property Rights
APRM	African Peer Review Mechanism
ASRO/ESA	Africa Sub-Regional Office for Eastern and Southern Africa
ASRO/WCA	Africa Sub-Regional Office for West and Central Africa
AU	African Union
AWA	Advocacy for Women in Africa
AWE	African Women Economic Empowerment
AWARD	African Women's Association for Research and Development
AWDF	African Women's Development Fund
AWEE N	African Women Economic Empowerment Network
AWEIGEF	African Women Empowerment, Inclusive Growth and Equity Fund
AWRO	African Women Rights Observatory
BCPR	Bureau for Crisis Prevention and Recovery
BDP	Bureau for Development Policy
CBI	The Cross Border Initiative
CCF	Country Cooperation Framework
CD-PGA	Capacity Development for Pro-Growth and Accountability
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CIDA	Canadian International Development Agency
COMESA	Common Market for Eastern and Southern Africa
CSO	Civil Society Organization
CSW	Commission of the Status of Women
EAC	East African Community
EASSI	East African Sub-regional Support Initiative
EC	European Commission
ECA	Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
FAO	Food and Agricultural Organization
FAS	Femmes Afrique Solidarite
FCEM	Femmes Chefs d'Entreprises Mondiales
FCD	Foundation for Community Development
GDI	Gender Related Development Index
GEI	Gender Empowerment Index
GEF	Global Environment Fund
GEMPI	Gender and Economic Management Initiative
GEPI	Gender-responsive Economic Policy Initiative
GNA	Gender Needs Assessment