



Joint Programme Document  
**Gender Equitable Local Development**  
02 October 2008  
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Executive Summary

This joint programme, developed within the "One UN" principles, forges a partnership between UNCDF, UNIFEM and UNDP, to support local governments in five African countries to ensure gender equitable development and improvement of women's access to resources and services at the local level through gender responsive planning, programming and budgeting. UNCDF, UNIFEM and UNDP have consolidated strengths and experience in supporting performance-based gender responsive planning and budgeting for local development, which can be drawn from various countries all over the world.

These complimentary perspectives are being brought together to generate empirical experience on gender-equitable local development that could be replicated and up-scaled. The central output is to construct a model that establishes linkages between planning *intentions* and *policy outcomes in relation to achieving gender equality through equitable allocations*.

Three substantive components are therefore proposed: (a) planning and budgeting: *local government planning and budgeting intentions apply the 'gender-lens' and include sex disaggregated targets and benchmarks and measures that support women's empowerment*; (b) equitable performance: *systematic monitoring of budget performance dissect the realities of LG expenditure and its impact on gender equity – this includes the realities of expenditure outcomes on the empowerment of, or the impediment to, the empowerment of women*; and (c) knowledge generation and policy, *with emphasis on policy engagement, advocacy, communications and knowledge generation*.

A chief technical adviser will ensure not only consistent policy analysis and technical guidance to programme implementation but also, the integration of the country-generated knowledge into the wider UN family.

Program Title: <b><u>Gender Equitable Local Development</u></b>	Estimated budget: US\$ 8,186,868
Program duration: <b><u>Jan 2008 – Dec 2011</u></b>	Allocated Resources:
Executing Entity: <b><u>UNCDF</u></b>	<ul style="list-style-type: none"><li>• Government ----</li><li>• Regular/Other resources<ul style="list-style-type: none"><li>○ UNCDF US\$ 250,000</li><li>○ UNIFEM US\$ 50,000</li><li>○ Belgium US\$ 7,886,905 (EUR 5.3 mln)</li></ul></li></ul>
Implementing Entities: <b><u>UNIFEM, UNCDF</u></b>	(to UNCDF regular resources) Unfunded Budget US\$ 0

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## (A) BACKGROUND:

### Introduction:

This project document lays a framework for a joint UN programme to support gender equitable local development within the spirit of the UN reforms and in support of national development policies for the achievement of the MDGs. The collaboration between UNCDF, UNIFEM and UNDP brings together their complimentary areas of expertise to achieve gender equitable local development. The program seeks to build the capacity of local government to mainstream gender perspectives in planning and budgeting processes and facilitate participation of women and community organizations in those processes.

UNCDF has a solid record of achievement in local development with a strong performance-based technical justification. This is demonstrated through two main areas of work. First, the local development fund (LDF) is a mechanism through which UNCDF provides direct budget support to local governments either in district or urban councils. LDF represents an incentive for community and local government capacity building, and resulting policy reforms through accumulated local practice.<sup>1</sup> The second area where UNCDF has developed expertise is through its focus on the application of performance budgeting<sup>2</sup> in order to establish a normative framework for measuring the performance of local government, from all its income and expenditure sources.

UNCDF is increasing its concern for gender issues to ensure equitable outcomes.<sup>3</sup> In 2006, it published *Achieving Results: Performance Budgeting in the Least Developed Countries*. It includes two chapters on gender-responsive budgeting. In December 2006, UNCDF approved an internal working paper: *Gender and Development: Investment Methods for Greater Equity*. The technical addendum to that paper offered the framework for local governments to prepare geographically defined development plans and organizationally specific strategies and budgets. The common features to both are the application of (a) the prism of the MDGs and (b) the gender lens, to every step of the planning and budgeting process. The logical progression for both documents (the book and the working paper) is to build a new policy-reflective gender equitable local development initiative, with, among other things, the application and testing of the bottom-up and output-based approach to planning and budgeting (see Annex 1).

UNIFEM has supported gender-responsive budgeting (GRB) since 2000 at both national and local levels in more than twenty countries around the world. A major feature of this experience has been the application of GRB through the analytical framework of performance budgeting (PB). UNIFEM's approach has focused on institutional capacity building, applying 'gender' to decentralization systems and supporting women's participation and ensuring accountability to women's rights at the local level. Experience of local level gender responsive budgeting initiatives have included Peru, Ecuador, Bolivia, Mexico, India, Uganda, Morocco, Philippines among many others. In November 2004, UNIFEM in collaboration with the Indian National Institute for Public Finance and Policy (NIPFP) convened an international experts meeting in New Delhi on local level gender responsive budgeting. In 2002, UNIFEM convened a seminar in Italy entitled "Rethinking gender, democracy and development: *Is decentralization a tool for local ownership an effective political voice*" in collaboration with Women's Alternative Visions Everywhere (VADO/WAVE), with support from the Italian government. The seminar addressed the implications of decentralization on women's lives. Other related initiatives supported by UNIFEM include the guidance paper on gender and intergovernmental fiscal relations (January 2007).

UNDP, as the gatekeeper of the MDGs, has focused on supporting gender responsive MDG based planning in various countries. This has included development of gender responsive methodologies for implementation of PRSPs and national development plans for the achievement of MDGs.<sup>4</sup>

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<sup>1</sup> [http://www.uncdf.org/english/local\\_development/docs/thematic\\_papers/0510\\_Delivering/index.php](http://www.uncdf.org/english/local_development/docs/thematic_papers/0510_Delivering/index.php)

<sup>2</sup> [http://www.uncdf.org/english/local\\_development/documents\\_and\\_reports/thematic\\_papers/pbb/index.php](http://www.uncdf.org/english/local_development/documents_and_reports/thematic_papers/pbb/index.php)

<sup>3</sup> [http://www.uncdf.org/english/local\\_development/documents\\_and\\_reports/thematic\\_papers/UNCDF\\_GenderDevelopment.pdf](http://www.uncdf.org/english/local_development/documents_and_reports/thematic_papers/UNCDF_GenderDevelopment.pdf)

<sup>4</sup> <http://www.undp.org/poverty/tools.htm>

UNDP's strategic objectives in relation to local government and decentralization is to ensure that decentralization enhances full community participation and self driven participatory processes, to promote the forging of local political consensus building around localizing MDGs<sup>5</sup> and to contribute to the achievement of the MDGs through inclusive participatory processes. UNDP's multi-partner facility 'The Public-Private Partnerships for the Urban Environment' is one such initiative that supports developing countries in their efforts to define, promote and implement Public-Private Partnerships to reduce poverty at the local level.<sup>6</sup> In Mauritania a project aimed at improving solid waste management has contributed to the transformation of informal small private operators into organized small business, in this case a women's NGO. It has developed the negotiations; management and tendering skills of the women involved, as well as increased urban food production. Being the development agency of the UN and with country level representation in all countries worldwide, UNDP works collaboratively with UNCDF and UNIFEM in not only implementing but also, up scaling local development and women's empowerment programmes.

This program provides an opportunity to build on the experiences of UNCDF, UNIFEM and UNDP and apply them in selected countries through gender responsive local development models. These incorporate policy analysis and practical support, to be tested within the over-arching principle of *equitable* development. These interventions will be *informed* by local (national) practice and will inform regional and international perspectives. The national practice will also build on existing (separately funded) decentralization and local development projects implemented by the relevant UN agencies.

Thus, this programme is designed to be embedded in the overall Public Expenditure Management (PEM) system governing local budgeting, including inter-governmental fiscal transfers, mid-term expenditure frameworks, revenue and expenditure systems, as well as the links between policies and plans to budgeting. The programme is therefore seeking greater understanding of the *policy* inputs and *budgetary* results on gender and development at the local level. This is crucial because ultimate power rests with the ability to allocate resources to intended outputs to achieve desired results.

## **(B) SITUATION ANALYSIS:**

The challenge of encouraging local development in the least developed countries (LDCs) and its attendant demands for infrastructure and services, confronts every local government (LG). A major challenge is overcoming the endemic weakness of LG so that it effectively provides targeted infrastructure and services to its community. The added dimension and that which is central to this project, is to move beyond the provision of infrastructure and services, to addressing issues of *equitable* development, which can be delivered, *economically, efficiently and effectively*. In this regard, the performance budgeting framework (UNCDF) and the gender-responsive budgeting principles (UNIFEM) are integrated as one PEM concern. It is believed that decentralized decision-making is the best way to ensure correct responses to local development opportunities, especially when related to MDGs. The challenge is to build capacity at the local government level to allow such organizations to be able to ensure the delivery of infrastructure and services to those that need it most.

In addition to this, local government in the developing world is normally dependent on central government fiscal transfers to sustain even the most rudimentary services. Therefore, the project will examine not only the internal planning, budgeting, implementation and review processes of LG but also, the process and criteria for transferring central funds to LGs. It is the criteria to govern such transfers that must also be scrutinized in order to understand the gender-sensitivity or gender-blindness of the process.

Effectiveness in achieving MDGs and eventual gender equality (through *equitable* interventions) not only requires capacity but also, systems and mechanisms that are pro-poor, gender responsive and emphasize accountability. In

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<sup>5</sup> Capacity Development for MDG Localization, Practice Note, April 2007 (Draft). Capacity Development Group, BDP, UNDP.

<sup>6</sup> PPPUE Activity Report, UNDP/PPPUE, Regional Service Centre, Johannesburg. ([www.undp.org/pppue](http://www.undp.org/pppue))

January 2005, a review of decentralization experiences in 19 countries conducted by the OECD Development Centre, indicated that only in one-third of the analyzed cases did decentralization lead to improvements in poverty reduction (e.g. India and the Philippines) while in many others, no impact or a negative impact was recorded (e.g. Uganda, Nepal, Sri Lanka, Mozambique). The OECD study identified four determining factors for successful movement towards pro-poor decentralization.<sup>7</sup> These were:

1. **Political:** commitment of the decision makers as well as the establishment of a transparent and participative process is crucial.
2. **Administrative:** a clear division of functions between different actors should be assured; time for capacity building at local/regional level should be allowed.
3. **Fiscal:** a secure resource flow to local governments is crucial.
4. **Role of local government:** entry points for establishing and improving pro-poor policies.

Gender specific challenges can be identified, especially through dissecting the gender dynamics within each of these levels.

**On the political level:** Women's effective political participation at the local level needs to extend beyond looking at the ratio of women's representation in local bodies. It must address the barriers to women's effective participation, including the lack of capacity amongst women, discriminatory practices and gender relations. This entails taking into consideration women's other roles, as wage earners and care-givers, which often limits their ability to participate in meetings. For example, GRB work carried out in India and Uganda demonstrated that women's engagement in agriculture and informal sector activities restricts their capacity to attend local council meetings, where discussions of budget and policy matters takes place. Issues of safety and security on the streets restrain women from attending evening meetings.

**On the administrative level:** Lack of awareness of women's rights and gender analysis result in the creation of systems, processes and plans that reinforce gender biases. The process of decentralization therefore has to be accompanied by a process of gender responsive capacity building to facilitate planning, budgeting and the delivery of services in a gender responsive manner and incorporating checks and balances that incorporate accountability for gender *equality* in local plans, budgets and projects. This entails the creation of planning, budgeting and evaluation systems that integrate and make explicit, gender *equitable* requirements.

**On the fiscal level:** Decentralization implies more effective decision making that responds to needs and priorities at the local level. However, it is often found that fiscal transfers from the central to local levels are determined at the central level. This leaves little room for participatory processes to define policies and budget allocations that respond to the local needs and priorities. Furthermore, it is often found that transfers are inadequate for delivering services and resources to women and addressing local needs in general. Spending cuts on health, education, roads, security, water, sanitation, and agriculture impact directly on gender inequality. Alternatively, local governments are increasingly viewing taxation and the introduction of user fees as their only means of raising revenue, regardless of the low income levels that prevail. It is important to make available necessary financial resources that improve women's access to services and help in bridging gender gaps. It is also important to analyze the existing models of inter-governmental fiscal transfers and the manner in which they enable or restrict the capacity of local government to respond to gender equality priorities.

**The role of local government in introducing equitable pro-poor policies:** Ensuring the effectiveness of local government in implementing programmes and policies that address gender and poverty requires adequate monitoring and evaluation processes and accountability systems. Decentralization does not automatically result in improvements in targeting, participation, service delivery and PEM. Such elements need to be monitored

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<sup>7</sup> <http://www.oecd.org/dataoecd/51/19/34425321.pdf>

constantly. LGs need to be rewarded and provided with incentives to respond to this mandate. Monitoring of local government performance needs to include gender-disaggregated indicators. Particular attention needs to be given to discriminatory policies and measures in order to ensure effective responses to gender differentiated needs and priorities.

All the above factors are inextricably bound together by the decision-making process of PEM. Poverty reduction strategy papers (PRSPs) and national development plans are supposed to influence governments' medium-term expenditure frameworks (MTEFs). MTEFs are the context for organizational planning and budgeting. LG planning and budgeting is supposed to be predicated on assurances of fiscal transfers. LG is being encouraged to measure its performance (economically, efficiently and effectively) from all its revenue sources; the principle of performance budgeting (PB). Gender-responsive budgeting (GRB) is a key to achieving gender equitable development. Participation in planning and budgeting is meant to start at the community level, involving women as well as men at all levels. The PEM cycle is the key to not only equitable gender responsive development (policy being converted into expenditure) but also, women's empowerment (to help make sound planning and budgeting decisions). PEM is the "address" that binds the *political, administrative, fiscal and local government* dimensions of this challenge.

### (C) PROJECT DESCRIPTION:

The project's **goal** is to achieve gender equitable local development (GELD) to improve women's access to resources and services.

The **outcome** to achieve this goal is that **gender responsive planning, programming and budgeting** through institutional reforms, empowering funding mechanisms and reflective policy debates, will be achieved. The strategic outcome indicators to measure this possible achievement are:

1. Percentage of local government expenditure devoted explicitly to pro-poor and gender-equitable local development investments.
2. No. of targeted local governments that have the capacity for preparing gender equitable MDG-based local development plans and results-based budgets with all stakeholders.
3. No. of targeted local governments that have the capacity and financing to implement gender responsive local development plans.
4. No. of targeted local governments that are accountable to citizens for the implementation of gender equitable local development plans and budgets.

The proposed programme is rooted in a rights-based approach to development. This emphasizes, among other things, participation of women and women's organizations in local development processes, non-discrimination and integrating measures to address gender inequalities, women's empowerment and accountability of local government towards the achievement of MDGs and gender equality goals. Supporting groups that are politically and economically marginalized is at the heart of the rights-based approach to development. This approach will be reflected through this programme in all steps in the 'planning and budgeting' and 'equitable performance' cycle.

Three substantive components are therefore proposed: (a) **planning and budgeting**: *local government planning and budgeting intentions apply the 'gender-lens' and include sex disaggregated targets and benchmarks and measures that support women's empowerment* ; (b) **equitable performance**: systematic monitoring of budget performance dissect the realities of LG expenditure and its impact on gender equity – this includes the realities of expenditure outcomes on the empowerment of, or the impediment to, the empowerment of women; and (c) **Knowledge generation and policy**, *with emphasis on policy engagement, advocacy, communications and knowledge generation.*



## **1. Planning and budgeting** – local government planning and budgeting intentions apply the 'gender-lens' and include sex disaggregated targets and benchmarks and measures that support women's empowerment

This component will seek to build capacity of local councils in gender equitable planning and budgeting. The integrated gender responsive development planning will focus on the *equitable* distribution of resources, services and opportunities, in order to overcome inequalities. The LG strategies and budgets will ensure that these inequities will be addressed. In the plans, specific targets and baselines will be identified with regard to gender specific policy and practical goals responding to women's needs. With regard to budgeting, budget formats will be reviewed to ensure that the budget reflects allocations towards gaps identified in the gender analysis and will incorporate a gender perspective in revenue raising policies.

Furthermore, a special funding window will be established and administered by each local council, with resources earmarked for women's priorities, identified by women's groups in each of the partner local governments as well as based on the analysis provided under component (2) below. This investment window is intended to harness the strengths of the LDF (where an existing UNCDF programme is built upon) while being more explicit concerning the empowerment and subsequent development of projects that favor women. These funds are to provide additional services responding to women's priorities, in a way that also ensures the allocation of main-line resources to women's empowerment. In other words, these additional funds are not to be a substitute for achieving the accountability of LGs to women's needs in its overall budget. They are intended to provide direct benefit to local women and enhance their access to local resources and services and establish processes for engaging local women's groups with local government around priority setting and budget issues.

Initiatives to be supported through this investment window will be ones that introduce or enhance the role of women in the local development process or projects that favor women and girls explicitly. These can range from simple training to the provision of equipment, accommodation, transport, or wash-room facilities for girls in local schools, amongst others.

The one condition for a local council to be able to use these funds is that it must provide a partial contribution of the cost of the provision being funded. This is in order to get council members (local politicians) and officials (the full-time staff) to start thinking of the need to use mainstream funds equitably (to favor certain communities or locations over others) towards achieving a reasonable state of equality, in relation to the MDGs. The fund for any country programme location shall be no greater than US\$ 2.0 per capita per annum as a guiding principle, to encourage eventual local replenishment of the fund and therefore, a chance of achieving sustainability.

The determination on the use of resources available through this fund is to be based on a participatory approach. In this context, mechanisms to facilitate women's participation in decision-making will be facilitated through the agency of local women's organizations and local councilors and mobilization of networks of women's groups and partnerships with local government. The linkages with participatory budgeting experiences in other African countries, Latin America and possibly India and the Philippines, will be necessary to ensure success.

The planning and budgeting process is built upon the annual cycle of local government decision-making. The annual cycle includes reviewing *last year's* performance (and verifying supporting information), planning *this year's* implementation and starting the project planning process for *next year*. When the cycle is working smoothly, it is therefore always straddling three years: last year, this year and next year. Furthermore, its starting point is always at the community level, tempered by national development policy and its priorities. The local government plans and budgets will therefore be developed using a "bottom-up" approach that acknowledges the agency of local women's groups. It will also use an "output-based" approach to planning and budgeting, which is the foundation for performance budgeting (PB). PB is the analytical process increasingly acknowledged as being the foundation for successful gender-responsive budgeting. The annual planning and budgeting cycle is illustrated in Annex 1.

## **2. Equitable performance** – systematic monitoring of budget performance dissecting the realities of LG expenditure and its impact on gender equity – this to include the realities of expenditure outcomes on the empowerment of, or the impediment to, the empowerment of women

Experience has shown, repeatedly, that effective development cannot be achieved unless development policies and interventions address gender inequalities. It is therefore critical that implementation of local government policies and budgets is monitored to track their gender responsiveness and how they are addressing gender inequalities at local level. Gender responsive budgeting tools provide useful mechanisms for expenditure tracking along sectoral lines. Gender budget analysis of pro-poor programmes of local governments can provide valuable evidence that demonstrate accountability for ensuring women's access to services in various sectors. Under this component, sectoral budgets will be analyzed focusing on energy, transportation, water and sanitation and agriculture, among others. The programme will encourage the application of such analysis to sectors beyond health and education to demonstrate the dimensions of gender equality that are less frequently addressed in development policies. Women's access to infrastructure, energy and water is essential to the well being of women and girls and to the realization of their rights. Policy makers often ignore the impact of the lack of transportation, water, sanitation, and energy on women's capacity to engage in productive income earning activities and women's rights in general. Gender analysis of budgets in these sectors should demonstrate where gaps exist and how women's time use could be improved to ensure the achievement of gender equality. These findings should be used in policy advocacy and influencing budgets in future years.

Other tools that can be applied to monitor performance of local governments include poverty assessments and citizen report cards, which UNDP has been supporting in the pilot countries through the localization of MDGs programmes. Efforts will be made to improve local methods for the collection of sex disaggregated data regarding benefit incidence and needs. A current collaboration between UNIFEM and IDRC is building on the utilization of data collection methods at the community level, namely, the community based poverty monitoring systems (CBMS), for improving data that can be used in formulation of gender responsive local budgets. This work, being piloted in Senegal and the Philippines, as well as other experiences related to expenditure tracking, will inform the work carried out under this programme.

## **3. Policy, with emphasis on policy engagement, advocacy, communications and knowledge generation.**

This component will pursue evidence based policy advocacy building on the knowledge on gender equitable local development generated and captured through this program with the ultimate aim of facilitating future upscaling and replication by national governments and UN country teams. The anticipated results are: first, to influence national policy in the host countries on the challenge of *gender equitable local development*, and secondly: to ensure rigor to the planned analysis and conclusions, to create material of a quality sufficient for not only major technical journal publication but also, a consolidated UNCDF, UNIFEM and UNDP book.

Advocacy will be carried out through a communications strategy that seeks to ensure the dissemination of lessons learnt from this work as well as promote dialogue with key policy makers and development agents. It will be presented to national development actors, including UN country teams in order to facilitate replication and up-scaling. Policy engagement around the learning from the various program interventions will be carried out through annual practical and policy review workshops carried out at country level as well as a regional meeting. The national review meetings will bring the experiences and the lessons learnt to a wider range of stakeholders at national level and will explore the wider decentralization context to highlight the broader policy implications relating to decentralization. These annual meetings will also be an opportunity to identify recommended initiatives, whether practical or in policy terms, for the next year. The regional gathering will include the partners from all participating

countries at local and national levels. It will seek to address the policy issues emerging from the countries' experience and identify opportunities for upscaling and replication.

Dissemination of learning will require adequate documentation and analytical examination of lessons learnt from each of the LG experiences, filtered through regional and global knowledge. The programme will include strong emphasis on generating knowledge on gender equitable local development in a knowledge product that provides conceptual analysis related to the programme components and provide an empirical framework based on the country experiences. The programme will also explore opportunities for south/south exchange and benefit from the wider experiences from the Africa Region as well as experiences from Asia and Latin America.

The knowledge product will be targeted towards local governments and UN agencies working at local level. It will provide them with a conceptual and analytical framework from which to test gender-responsive budgeting, through performance budgeting and the development planning system, building on experiences of UNCDF, UNIFEM and UNDP in performance budgeting (UNCDF), gender budgeting (UNIFEM) and gender responsive MDG-based planning and localizing the MDGs (UNDP). This will provide the reference point, not only to test the experience of the gender sensitive planning and budgeting process but also to influence regional debate on promoting gender equality through local development planning and budgeting. In addition, the knowledge product will be subjected to peer-scrutiny, in the light of verifiable experience.

In short, the programme's three components present an integrated approach to gender responsive local development that will be supported through the programme in one, or at most, two local councils, in each of the five identified countries. For example, in Sierra Leone, the two councils represent the town and its rural hinterland; Kenema town and district councils. To exclude one or other would deny the economic interconnection of both!

The programme is to be implemented in each of the five countries over a period of three years. The programme anticipates the possibility for expansion to a second phase where the programme experience could be upscaled and institutionalized.

The project's logical framework is presented in Table 1 (overleaf). That framework is the bridge between the full Project Description (Part C) and the Results and Resources Framework (Part G) of this document. It is also the foundation for evaluation analysis at the outcome level. Monitoring will be more concerned with progress on indicative activities to achieve targeted outputs, as expressed in the Results and Resources Framework.



**Table 1**  
**Gender-equitable local development – logical framework**

	<i><b>Narrative</b></i>	<i><b>Indicator</b></i>	<i><b>Means of Verification (MoV)</b></i>	<i><b>Assumptions and risks for possible interventions</b></i>
<b>Goal</b>	To achieve gender equitable local development (GELD) to improve women's access to resources and services.	Improved status of women in relation to key MDG targets	Progress on baseline gender indicators in key sectors monitored annually as cited in <b>PRSPs or national development strategies.</b>	A commitment from the selected local government(s); support from the relevant 'parent' ministry.
<b>Outcome</b>	Gender responsive planning, programming and budgeting through institutional reforms, empowering funding mechanisms and reflective policy debates, achieved.	<ol style="list-style-type: none"> <li>1. Percentage of local government expenditure devoted explicitly to pro-poor and gender-equitable local development investments.</li> <li>2. No. of targeted local governments that have the capacity for preparing gender equitable MDG-based local development plans and results-based budgets with all stakeholders.</li> <li>3. No. of targeted local governments that have the capacity and financing to implement gender responsive local development plans.</li> <li>4. No. of targeted local governments that are accountable to citizens for the implementation of gender equitable local development plans and budgets.</li> </ol>	<p>Improved women's access to resources and services at local level</p> <p>Clear evidence of increased women's participation in planning and budgeting</p> <p>Specific measurement of indicators 1 to 4 in annual budgets and plans</p>	That beyond the rhetoric of commitment, the realities of PB-based GRB and its post-expenditure analysis will be turned into a working reality; ultimately, not dependent on external support
<b>Output 1</b>	<b>Planning and budgeting:</b> local government planning and budgeting intentions apply the 'gender-lens' and include sex disaggregated targets and benchmarks and measures that support women's empowerment.	<ol style="list-style-type: none"> <li>1. Gender equitable development plan prepared.</li> <li>2. Gender-responsive performance budget prepared.</li> <li>3. All planned training at council and community levels completed.</li> <li>4. GELD fund levers mainline expenditure at 50% of approved initiatives.</li> <li>5. Improved capacity of local councils with regard to gender responsive planning and budgeting</li> </ol>	Each client council has a gender-sensitive performance budget and plan with sex disaggregated benchmarks and targets incorporating all revenue sources (local; transfers; donors)	That the local and national hosts will welcome the need for change and accept the technical adjustments required; that there is no collapse in commitment based on local impatience with the need for adjustments in budget formats.
<b>Output 2</b>	<b>Equitable performance:</b> systematic monitoring of budget performance dissecting the realities of LG	<ol style="list-style-type: none"> <li>1. Gender budget analysis completed for all revenue and expenditure within client Local Councils.</li> <li>2. effective role of women in decision making</li> <li>3. Stakeholder analysis and beneficiary assessment completed.</li> </ol>	Each client council shows improved traceable gender-sensitive performance budget over the three years in key	That the local and national hosts will welcome the need for change and accept the technical adjustments required; that there

	<i><b>Narrative</b></i>	<i><b>Indicator</b></i>	<i><b>Means of Verification (MoV)</b></i>	<i><b>Assumptions and risks for possible interventions</b></i>
	expenditure and its impact on gender equity – this includes the realities of expenditure outcomes on the empowerment of, or the impediment to, the empowerment of women.	4. Tracing the conclusions of beneficiary analysis into subsequent budget decision-making.	sectors, that is based on matching expenditures w with women's priorities and needs	is no collapse in commitment based on local impatience in the problems of tracking expenditure to gender-sensitive achievements.
<b>Output 3</b>	<b>Policy</b> , with emphasis on policy engagement, advocacy, communications and knowledge generation.	<ol style="list-style-type: none"> <li>1. Conceptual framework prepared and tested.</li> <li>2. Baseline budget analysis completed as policy and socio-economic benchmark.</li> <li>3. Guidelines for gender responsive local planning and budgeting are produced and used</li> <li>4. Host and participate in regional and national policy forums.</li> <li>5. Annual assessment of experience and resulting guidelines prepared / up-dated.</li> </ol>	Tangible policy engagement, practical advocacy and communications, and resulting publications.	That the local and national hosts will welcome the initiative, the knowledge generated and the lessons learnt; that no lessons meet with local credibility.

#### **(D) Scope and country identification:**

This programme will be implemented at local (including, where appropriate, regional) government level in five African countries. The proposed countries are: Senegal, Sierra Leone, Rwanda, Tanzania and Mozambique. The selection of five countries from the Africa Region has been identified to benefit from existing efforts in the region on local development and GRB. It is also anticipated that the geographic focus will facilitate technical support and management, ensuring coherence and exchange amongst the five countries. . The local governments will be identified during the first six months of the programme, giving priority to LGs in rural areas with a high poverty incidence. The countries have been identified through a consultation between UNCDF, UNIFEM and UNDP. The characteristics of the selected countries include a combination of the following:

- Strong engagement in the UN reform agenda as one of the pilot countries for the "One UN" programmes;
- Government's commitment to a decentralization process is in place;
- Existence of initiatives aiming at integrating a gender perspective into plans, programmes and budgets, including gender responsive budgeting (GRB) at national or local levels;
- Ongoing or new UNCDF and UNIFEM local programmes in these locations;
- Strong UNDP support to the local decentralization process;
- Consideration to include at least one post conflict country; and
- Donor interest and opportunities for resource mobilization.

During the preparatory phase (January – August 2008, assessments were carried out by UNIFEM in the five proposed countries. These assessments examined decentralization policies and ongoing programming by UNIFEM, UNCDF and UNDP and was carried out by UNIFEM to provide preliminary information about the country contexts. In addition to the analysis which resulted in the identification of programme entry points, the country assessments were also an opportunity to initiate consultations with national partners and UN country teams.

Progress in each country, utilizing preliminary funding from UNCDF and UNIFEM, has yielded the following:

**Senegal:** A new UNCDF / UNDP decentralization programme (UNCDF) was launched which makes reference to the GELD programme and the anticipated alignment of workplans of both programmes. The country assessment study has been completed (UNIFEM). The agreement is that UNIFEM will recruit the GELD country team.

**Sierra-Leone:** The ongoing UNCDF Programme for the Kenema District Economic Recovery Programme – KDERP (UNCDF) makes reference to the GELD programme and it is anticipated that workplans of both programmes will be aligned. A number of activities have been completed within the framework of the KDERP with close coordination between UNCDF and UNIFEM. The baseline study has been completed (UNIFEM). The agreement is that UNCDF will recruit the GELD country team.

**Rwanda:** UNCDF's ongoing Rwanda Decentralization Programme – KDERP (UNCDF) identifies strategies for the alignment of the workplans of both programmes. The baseline study has been completed (UNIFEM). The agreement is that UNCDF will recruit the GELD country team. The GELD programme has been included in the UN joint country programme. An allocation of USD 80,000 - was secured from the one UN budget for implementation of a series of activities in Rwanda. Consultations with the Ministry of Finance have resulted in the signing of a cooperation agreement on the implementation of gender responsive budgeting within four key sector ministries, namely the Ministries of Agriculture, Education, Infrastructure, and Health. Through this cooperation agreement, directors of planning and budgeting officers have been trained on the basics of gender analysis and gender budgeting. This has covered central level and all institutions have committed to embed GELD into national planning and budgeting processes by strengthening capacities of the budgeting and planning officers in gender analysis, gender responsive budgeting and monitoring. UNCDF in collaboration with UNIFEM has already conducted training on gender equitable local development for the local authorities in two districts in Rwanda. The recommendations show a strong need for further training in gender analysis and gender budgeting to build GELD into the district development plans. Both UNCDF and UNIFEM participate in the GRB national steering committee where UNIFEM, UNCDF, Ministry of Local Government (MINALO) and other partners play an important role in shaping the implementation of the gender budget initiatives. Additionally, UNIFEM has been able to forge strong partnerships with some districts in western and Eastern provinces of the country. This offers an opportunity to scale up GELD and GRB in other Ministries and districts. The GRB technical steering committee will among other issues dialogue and exchange on practical modalities of harmonizing the GRB and GELD projects in the context of current public sector reform taking places as an opportunity for upscaling the two programs in the coming years.

**Tanzania:** The baseline study has been completed (UNIFEM). The agreement is that **UNIFEM** will recruit the GELD country team. Initial consultations have taken place with the Prime Minister's Office which is the key driver of the decentralization process in the country. The discussions have highlighted the demand for support to capacity of LGs for integrating gender in the local governance reform programme. GELD has also been included in the UNCT JP4.

**Mozambique:** The baseline study has been completed (UNIFEM). The agreement is that UNIFEM will recruit the GELD country team. The GELD programme has been included in the UN joint country programme (Juntos) under the joint programme on Decentralization and Integrated Local Development. A contribution of USD 80,000.- was secured from the one UN budget for implementation of a series of activities in the Provinces of Gaza, Nampula and Cabo Delgado (in 2008). These activities relate to the analysis of women's priorities in Gaza province, the collection of sex disaggregated data on women and men's representation in the local consultative councils in the 3 provinces, the assessment of the level of women's participation and finally the adaptation of a local level GRB manual for building capacity of local councils in the three provinces.

Beyond the programme countries, a number of countries have expressed interest in this programme. In response to demand from national partners, the programme document was translated into French and made accessible to country teams in Uganda, Benin, Niger and Mali. The ambition is to see the programme implemented in additional countries that are interested in adopting a gender responsive approach within local development programmes, such as Ethiopia, where GELD principles are already included in its Emerging Regions Development Programme. Potential opportunities exist within the countries mentioned above in the African context as well as Nepal and Timor Leste in the Asian context.

#### **(E) Strategy for upscaling and partnerships:**

The programme is formulated with the intention of providing tools and lessons learnt regarding gender equitable local development for local governments. This will enable them to institutionalize gender responsive planning, budgeting and monitoring mechanisms in the identified local governments and facilitate upscaling by national governments and UN country programmes. In order to achieve this, the programme will be applying the following strategies:

- Piloting the work in at least one LG in each of the countries with a strong component of evaluation and documentation to facilitate upscaling;
- Documenting lessons learnt and verifying the conceptual framework based on implementation of programme and making available necessary tools and guidelines to key stakeholders;
- Ensuring national ownership by engaging national and local government in the formulation of implementation plans and concluding MOUs at the inception of the country programmes;
- Ensuring coherence with national development processes such as PRSPs and decentralization strategies;
- Harnessing participatory processes through fostering consultation and participation of CBOs and key actors at local and national levels;
- Aligning the country implementation plans with UN programmes and UNDAFs (with regard to One UN pilot countries – Rwanda, Tanzania and Mozambique) theme groups;
- Coordinating with key programmes on local government reform, decentralization and capacity building programmes (e.g. World Bank project International reform and capacity building in Sierra Leone, Local government reform program in Tanzania, USAID program on democracy and good governance in Rwanda, and UNIFEM's GRB programmes in Tanzania, Rwanda, Mozambique and Senegal, among others); and
- Pursuing a strong communication and policy advocacy component to address the broader context within which local governments operate as defined by decentralization policies.

#### **(F) MANAGEMENT ARRANGEMENTS:**

This programme will be jointly implemented by UNCDF and UNIFEM while ensuring coordination with the wider UNCTs, taking into account the following principles to guide the implementation:

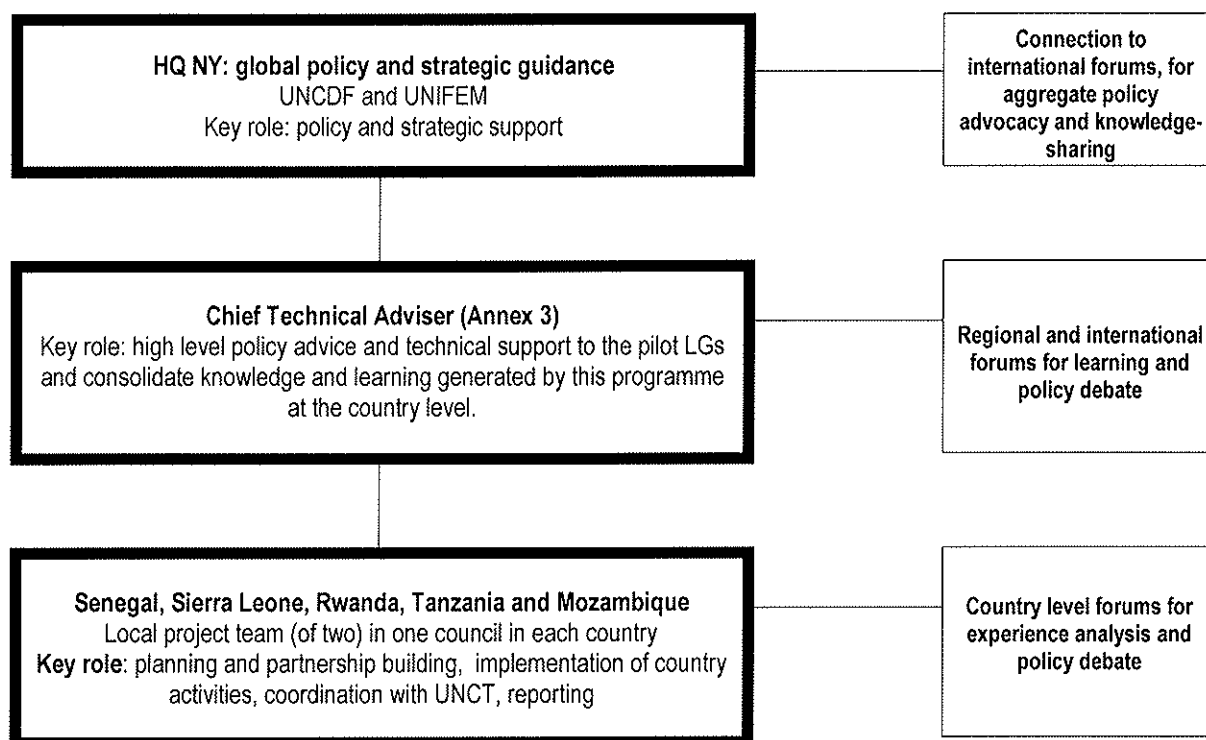
- **National ownership:** development of country workplans and implementation of programme activities are to be carried out within the existing national programme frameworks and in close participation with the relevant Local Authorities and in close coordination with national decentralization stakeholders.
- **Delivering as one:** country level implementation is to be guided through a one country workplan, one country budget to be executed by each of the implementing agencies. Reporting will be undertaken through one consolidated country report reflecting implementing agencies' contributions. Where possible, the programme is to be integrated in the One UN country programme (Tanzania, Rwanda and Mozambique). Within the 'Delivering as one' framework, the implementing UN agencies have identified a



lead agency for each of the five programme countries to ensure clear lines of accountability,. The lead agency for the respective countries is identified as follows: Senegal (UNIFEM), Tanzania (UNIFEM), Sierra Leone (UNCDF), Rwanda (UNCDF), Mozambique (UNIFEM). The role of the lead implementing agency will be the recruitment of staff, the coordination with implementing agencies, and consolidation of country workplans and country reports.UNIFEM will also play a role in recruiting some of the local (national) posts.

- **Complementarity of expertise of implementing agencies:** implementation will be built on the comparative advantage and expertise of each of the implementing agencies. Consequently, UNIFEM will take on technical leadership in providing assistance in relation to gender planning, gender responsive budgeting and community participation. UNCDF will be the technical leader on establishment of local development funding window and capacity building of local government. Both agencies will ensure full coordination of technical aspects throughout the implementation of the programme
- **Alignment with ongoing country programming and existing coordination structures:** GELD is to be implemented in close coordination with other programming of implementing and collaborating agencies (e.g. UNIFEM GRB programming (Mozambique, Senegal, Tanzania and Rwanda), UNCDF Local Development country programmes (Sierra Leone, Rwanda, Senegal) and UNDP country programmes . Where possible, each country level programme steering committee is to be set up using existing coordination structures within UN country teams and/or national working groups on decentralization, governance or gender (e.g. Gender theme groups, decentralization working groups, etc.) making possible expansion of partnerships to other interested UN agencies and bilateral donors and development agencies.
- **Communication:** activities implemented under the country workplan by the implementing agencies are to reflect joint contributions by all implementing agencies to the joint programme. The implementing partners will make sure that they reflect the joint nature of this initiative in their communications at global, regional and country levels.

The management of this programme will be facilitated through the establishment of steering committees at national, regional and HQ levels consisting primarily of UNCDF, UNIFEM and UNDP. Management arrangements are best presented with a diagram then explained in the subsequent text.



#### At HQ level:

Policy and strategic guidance will be provided by an advisory group of relevant staff of partner agencies in New York (UNCDF, UNIFEM, UN Habitat and UNDP (BDP and RBA), supported by the UNCDF and UNIFEM assigned supervisors. Donors that have contributed to the programme will be invited to meetings of this advisory group. Furthermore, where present, the bilateral donor(s) funding this programme will be invited to the steering committee meetings at country and / or regional levels, as the opportunities arise.

A number of activities will be carried out jointly as specified in the results and resources framework. Partner agencies will be participating in the overall and annual programme planning and implementation including identification of programme implementing partners. The monitoring and evaluation framework will also be jointly agreed. The CTA's first and second supervisors will be from UNCDF and UNIFEM, respectively located at HQ.

#### At regional level:

##### **Chief technical adviser on Gender and Local Development (Annex 3)**

The programme will ensure a regional presence in order to create and maintain linkages and shared learning among the five country experiences and to support coherence with ongoing programmes of the partner agencies at the country level. A regional steering forum will accommodate funding and non-funding stakeholders. This will convene twice a year in one of the programme countries on a rotationary basis.

The regional team will be responsible for the overall policy coordination, management and provision of technical support of the country initiatives. It shall ensure not only consistent policy analysis but also integration into the wider UN family of regional activities. The CTA will be supported by a programme associate. The CTA will work as

a team member with the UNCDF and UNIFEM regional team members in Johannesburg, along with support from UNDP.

The CTA, once appointed, will be based in the UNCDF regional office in Johannesburg. He/she shall report to the nominated officer in UNCDF (as the first line supervisor) and the nominated officer in UNIFEM (as the second line supervisor). The CTA shall be part of the regional team in Johannesburg and will work in close coordination with the UNCDF and UNIFEM heads of office. However, he/she will have no direct reporting lines to that team.

#### **At country level:**

##### ***One national programme officer (Annex 4) and an administrative Associate***

Each country will have a small project team of one national officer and an administrative Associate. Each will be located within a client local government organization; a local council, normally a district. The national team will service a local steering committee made up of local council representatives (suggested maximum of three), the parent ministry (suggested as one) and the three core UN agencies (UNCDF, UNIFEM and the UNDP country office). This group will provide local inter-organizational cohesion.

UNDP will not be an implementing partner to the programme; rather, the implementing partners (UNIFEM and UNCDF) are requested to ensure coordination and communication with UNDP country offices. UNDP's participation in the core steering group will ensure that the learning from this programme is disseminated to UNDP country offices.

#### **Positioning the GELD programme at national level**

Senegal: A new UNCDF / UNDP decentralization programme (UNCDF) was launched which makes reference to the GELD programme and the anticipated alignment of work plans of both programmes. UNIFEM has developed a specific GELD project document based on the findings of the baseline study conducted in Louga, aligned with the UNCDF programme on Governance and partnership promotion for development in Louga. The participating councils are those which were the subject of the baseline analysis: the communes of Louga and Kebemer. The recruitment of the national team will be initiated as soon as the programme is launched at country level under UNIFEM's leadership.

Sierra-Leone: The ongoing UNCDF Programme for the Kenema District Economic Recovery Programme – KDERP (UNCDF) incorporates the GELD programme and the anticipated alignment of the work plans of both programmes. The focus is **Kenema district and city councils**. The recruitment of the national team will be initiated as soon as the programme is launched at country level under UNCDF's leadership.

Rwanda: UNCDF's ongoing Rwanda Decentralization Programme identifies strategies for the alignment of the work plans of both programmes. The GELD programme has been included in the UN joint country programme. The target **districts are Rulindo and Gicumbi**. The recruitment of the national team will be initiated as soon as the programme is launched at country level under UNCDF's leadership. Discussions are underway to establish formal collaboration between UNCDF, UNIFEM, Ministry of Local Government and Ministry of Finance and Economic Planning to ensure effective coordination and harmonization of gender responsive budgeting interventions being implemented in Rwanda.

Tanzania: The baseline study is being undertaken in **Morogoro district**. Urgent discussion between UNIFEM, UNCDF and UNDP must take place at the country office level to confirm which council is to participate in the programme; that surveyed or others. It is worth noting that it has been agreed that the programme will not be part of the joint UN programme in the North West region. The recruitment of the national team will be initiated as soon as the programme is launched at country level under UNIFEM's leadership.

Mozambique: The GELD programme has been included in the UN joint country programme (Juntos) under the joint programme on Decentralization and Integrated Local Development. UNIFEM and UNCDF country offices must confirm that the participating **district is to be Ribaué**; the main focus of the baseline analysis. The recruitment of the national team will be initiated as soon as the programme is launched at country level under UNIFEM's leadership.

### **Programme management and budget organisation**

UNCDF and UNIFEM have agreed to key principles concerning both the programme's management and its budget organization. These are as follows:

- a. At each level, the programme will be 'managed' as ONE programme with ONE annual work plan at the country and regional levels. This means that the coordinator and associate (at national level) and the CTA and associate (at regional level) will work with one "script" for programme management purposes.
- b. The critical point is when it comes to Atlas. The AWP is the annual expression of the RRF. However, in the RRF (and so in the AWP), some targets are to be achieved by UNIFEM and others by UNCDF. Separate Atlas budgets must therefore be prepared for the two business units (BU), in accordance with their particular share of the financial implementation responsibility.
- c. The management of the separate BU Atlas projects is therefore the key to financial management success to achieve the AWP. Each national co-ordinator and programme associate will have to be granted "general access rights" to Atlas. What is crucial though is to identify where the 'finance' and 'buyer' user functions shall rest. It was therefore agreed to differentiate programme management (GELD project teams) from financial management support (inputs from UNIFEM and UNCDF at regional and national levels, according to their respective targets). It is agreed that the support needed from UNCDF and UNIFEM finance teams in each country should be communicated properly to concerned offices.
- d. On UNIFEM's side, the GELD teams shall rely on the Finance User in the UNIFEM country office (or SRO) and the relevant RPD to perform key Atlas tasks (PO raising, PO and voucher approval, and so on).
- e. For UNCDF, the country office shall provide the equivalent Atlas functions in support of the national teams.
- f. All 'back-up' arrangements will rest, ultimately, with the respective HQs in New York.

### **(G) Financial management arrangements:**

The total budget is financed under contribution from the Belgian Government as contribution towards UNCDF's core budget. As such, UNCDF, in addition to its role as implementing agency for part of the programme activities, will also act as Executing Entity (EE) to this Programme. Activities specified in the RRF to be implemented by UNIFEM will be undertaken under an "Implementing Partner Agreement" to be signed between UNCDF and UNIFEM as partial "Implementing Entity" to this Programme. The funds allocated towards the implementation and management of these activities will be made available by UNCDF as defined by the agreement.

The details of the financial management arrangements in each of the five countries will be spelled out in country-specific documents and workplans. The subsequent documents and the coordination mechanism will be signed by the lead implementing agency at country level and governments (see section F above).



#### **(H) Management and Coordination Arrangements:**

Reference is made to the Implementing Partner Agreement which will be signed between UNCDF and UNIFEM.

**UNCDF** will act as Executing Entity (EE) to this Joint Programme while also taking acting as implementing agency for activities as specified in the RRF. UNIFEM will be "Implementing Entity" in this Joint Programme.

The programmatic and financial accountability will rest with the implementing organizations and (sub-) national partners that will be managing their respective components of the Joint Programme. The Programme Budget/Results framework will provide a clear division of responsibilities of implementing organizations, as well as an overview of the distribution of funds for each programme activity/component.

#### **Funding arrangements:**

The EE will sign a Implementing Partner Agreement with UNIFEM. Each UN organization participating in the Joint Programme will programme and manage activities and funds in line with its established regulations and rules (see summary of Results Framework).

#### **Accounting:**

Executing Entity: Funds received pursuant to the funding agreement signed with the donor(s) will be recorded by the EE in a programme account..

Implementing UN Organizations: Each UN organization participating in the joint programme will account for the funds distributed by the EE in respect of its components in the joint programme in accordance with its financial regulations and rules.

#### **Reporting:**

Implementing UN organizations: Each implementing UN organization will prepare reports in accordance with its financial regulations and rules and operational policy guidance. The national coordinator hired by the lead agency in the country will be responsible for consolidating the country report submissions from both implementing agencies. Country reports will be shared with the Programme coordination. To the extent possible, reporting formats should be harmonized.

Executing Entity: The Executing Agent shall finalize the consolidated narrative progress and financial reports consisting of the reports submitted by the CTA on an annual basis.

#### **Communication:**

Each implementing UN organization shall take appropriate measures to publicize the joint programme and to give due credit to the other participating UN organizations. Information given to the press, to the beneficiaries of the joint programme, all related publicity material, official notices, reports and publications, shall acknowledge the role of the host government, the donors, the Executing Entity, the Implementing Entity and any other relevant parties. In particular, the Executing Entity will include and ensure due recognition of the role of each implementing UN organization and national partner in all external communications relating to the joint programme.

**Audit:**

Consistent with current practice, each UN organization will be responsible for auditing its own contribution to the programme as part of its existing regulations and rules. Audit opinions of the individual UN organizations should be accepted by the other UN organizations.

**(i) MONITORING EVALUATION AND LEARNING:**

The regional team will be responsible for monitoring overall performance of the project. The first year will include assessments to establish baseline data. Each year, programme indicators will be updated to reflect progress. A number of key indicators will be identified and monitored across countries. A consolidated M&E strategy will be developed according to the outcome indicators included in the strategic plans of the three agencies. What is important to stress is that monitoring will be based on the activities to achieve targeted outputs, as defined in the results and resources framework – RRF (I). Evaluation will be centered at the outcome level, and supporting indicators, as presented in the higher-level 'log frame' in Part C, above.

Annual progress reports will be submitted to the donor and steering committee regularly along with financial reports. The reporting lines will start with the country level project unit. Consolidated reports will be then prepared by the regional team and submitted to HQ. The regional team will oversee the development and implementation of work plans by the country coordination unit and establish monitoring frameworks.

An external evaluation will take place in the second half of the third calendar year. The evaluation will focus on the following:

- Assess programme results (whether the outputs have been produced and the extent to which these outputs contribute to the expected outcome),
- Assess sustainability, and opportunities for upscaling/replication;
- Make recommendations for future programming (as the PAC recommended that this programme be considered as Phase 1).

(I) RESULTS AND RESOURCES FRAMEWORK (summary page)

Goal: To achieve <b>gender equitable local development (GELD)</b> to improve women's access to resources and services.						
<b>Outcome indicators</b> 1. Percentage of local government expenditure devoted explicitly to pro-poor and gender-equitable local development investments 2. No. of targeted local governments that have the capacity for preparing gender equitable MDG-based local development plans and results-based budgets with all stakeholders 3. No. of targeted local governments that have the capacity and financing to implement gender responsive local development plans 4. No. of targeted local governments that are accountable to citizens for the implementation of gender equitable local development plans and budgets						
Project title and ID (ATLAS Award ID): Gender Equitable Local Development						

Project summary:		Budget US\$	preparatory phase	year 1	year 2	year 3
<b>Goal</b>	To achieve <b>gender equitable local development (GELD)</b> to improve women's access to resources and services.					
<b>Outcome</b>	<b>Gender responsive planning, programming and budgeting</b> through institutional reforms, empowering funding mechanisms and reflective policy debates, achieved.	<b>7,598,000</b> UNCDF: 4,294,000 UNIFEM: 3,304,000	<b>453,000</b> UNCDF: 361,500 UNIFEM: 91,500	<b>2,595,000</b> UNCDF: 1,362,500 UNIFEM: 1,232,500	<b>2,470,000</b> UNCDF: 1,360,000 UNIFEM: 1,110,000	<b>2,080,000</b> UNCDF: 1,210,000 UNIFEM: 870,000
<b>Output 1</b>	<b>Planning and budgeting:</b> local government planning and budgeting intentions apply the 'gender-lens' and include sex disaggregated targets and benchmarks and measures that support women's empowerment.	<b>3,650,000</b> UNCDF: 2,500,000 UNIFEM: 1,150,000	<b>130,000</b> UNCDF: 100,000 UNIFEM: 30,000	<b>1,260,000</b> UNCDF: 800,000 UNIFEM: 460,000	<b>1,150,000</b> UNCDF: 800,000 UNIFEM: 350,000	<b>1,110,000</b> UNCDF: 800,000 UNIFEM: 310,000
<b>Output 2</b>	<b>Equitable performance:</b> systematic monitoring of budget performance dissecting the realities of LG expenditure and its impact on gender equity – this includes the realities of expenditure outcomes on the empowerment of, or the impediment to, the empowerment of women.	<b>1,470,000</b> UNCDF: 300,000 UNIFEM: 1,170,000	-	<b>510,000</b> UNCDF: 100,000 UNIFEM: 410,000	<b>490,000</b> UNCDF: 100,000 UNIFEM: 390,000	<b>470,000</b> UNCDF: 100,000 UNIFEM: 370,000
<b>Output 3</b>	<b>Policy,</b> with emphasis on policy engagement, advocacy, communications and knowledge generation.	<b>2,478,000</b> UNCDF: 1,494,000 UNIFEM: 984,000	<b>323,000</b> UNCDF: 261,500 UNIFEM: 61,500	<b>825,000</b> UNCDF: 462,500 UNIFEM: 362,500	<b>830,000</b> UNCDF: 460,000 UNIFEM: 370,000	<b>500,000</b> UNCDF: 310,000 UNIFEM: 190,000

## RESULTS AND RESOURCES FRAMEWORK

Intended Outputs (Strategic Targets)	Output Targets (Annual Targets, unless otherwise stated))	Indicative Activities	Agency	Budget US\$	2008	2009	2010	2011
<b>1. Planning and budgeting:</b> local government planning and budgeting intentions apply the 'gender-lens' and include sex disaggregated targets and benchmarks and measures that support women's	1.1. Inception work for each council	1.1.1 Confirm selected local council as the focus for each country's work 1.1.2 Conduct initial orientation with local stakeholders, council officials and team members 1.1.3 Deal with all other associated matters concern a new project launch. 1.1.4 Agree an initial work plan for the first year, with each local team	UNIFEM	100,000	30,000	70,000		
	1.2 Develop and implement an equitable approach to (geographically defined) development planning, using the MDG and gender filters as criteria for establishing development priorities for organizationally specific strategies and budgets	1.2.1 Support the councils to prepare (or revise and update) development plans to fulfill MDG achievement and particularly, gender equality goals 1.2.2 Ensure the provision of training and application of women's empowerment and participation methods 1.2.3 Review the results of the process, with regard to equitable development on gender issues	UNCDF	300,000		100,000	100,000	100,000



Intended Outputs (Strategic Targets)	Output Targets (Annual Targets, unless otherwise stated))	Indicative Activities	Agency	Budget US\$	2008	2009	2010	2011
empowerment.	1.3 Develop and implement an economical, efficient equitable and effective approach to each council's (organizationally-specific) strategy and budget, using the MDG and gender filters as criteria for establishing development priorities for organizationally specific strategies and budgets	1.3.1 Support the councils to prepare (or revise and update) strategies and budgets to fulfill MDG achievements and particularly, gender equality goals, through economical, efficient and effective development 1.3.2 Apply the principles of "bottom-up" and "output-based" planning and budgeting in the context of PEM decisions, building on current UNCDF technical manuals 1.3.3 Ensure the provision of training on and application of participatory and gender-responsive budgeting techniques 1.3.4 Review the results of the process, with regard to economical, efficient and effective infrastructure service provision on gender issues	UNCDF	300,000		100,000	100,000	100,000
	1.4 Build the capacity of local councilors and officials on gender-equitable local development (GELD), through annually increased participation in the annual planning, implementation and review cycle	1.4.1 Offer training to councilors, on their role in each stage of the planning, budgeting, implementation and review cycle, annually 1.4.2 Secure reactions to the training 1.4.3 Support their full participation in the "bottom-up" and "output-based" approach" to planning and budgeting 1.4.4 Monitor the performance of council members as a result of the training	UNIFEM	300,000		120,000	100,000	80,000

Intended Outputs (Strategic Targets)	Output Targets (Annual Targets, unless otherwise stated))	Indicative Activities	Agency	Budget US\$	2008	2009	2010	2011
	1.5 Build the capacity of community groups on gender-equitable local development (GELD), through annually increased participation in the annual planning, implementation and review cycle	1.5.1 Offer training to community members, especially women, on their role in each stage of the planning, budgeting, implementation and review cycle, annually 1.5.2 Secure reactions to the training 1.5.3 Support their full participation in the "bottom-up" and "output-based" approach" to planning and budgeting 1.5.4 identification of women's priorities at local level 1.5.5support policy advocacy to reflect those priorities in district plans	UNIFEM	300,000		120,000	100,000	80,000
	1.6 Establish a gender equitable local development fund (GELDF) to supplement councils' expenditure to support women's empowerment, towards achieving equality	1.6.1 Establish the fund's management arrangements 1.6.2 Secure UNCDF fund advances according to the UNCDF AWP requirements 1.6.3 Disperse the UNCDF (and any direct partner) funds for approved projects 1.6.4 Monitor and evaluate the use of funds through local and UNCDF/UNIFEM M&E principles 1.6.5 Contribute to all participating councils' M&E arrangements for these funds, as appropriate	UNCDF	1,600,000	100,000	500,000	500,000	500,000

Intended Outputs (Strategic Targets)	Output Targets (Annual Targets, unless otherwise stated))	Indicative Activities	Agency	Budget US\$	2008	2009	2010	2011
	1.7 Five country (local) experts and assistants; one team of two for each selected LA.	1.7.1 Gender planning and budgeting coordinator (local Admin assistant) 1.7.2 Accommodation including utility payments 1.7.3 Transport, equipment and running costs 1.7.4 Local travel costs 1.7.5 Regional travel costs  Total estimate of \$100,000 per country, per annum; thus X 5 countries = \$500,000 + 3 years = \$1,500,000 / 2 = 750,000 (i.e. shared with output 2.5)	UNCDF = 40% UNIFEM = 60% (50% to output 2.5)	750,000		250,000	250,000	250,000
<b>2. Equitable performance:</b> systematic monitoring of budget performance dissecting the realities of LG expenditure and its impact on gender equity – this includes the realities of expenditure	2.1 Annual analysis of local expenditure and investment fund from a gender perspectives	2.1.1 Gender budget analysis of selected LG units in terms of investment in women's priorities, benefit incidence, and gender impact 2.1.2 Identify budget lines and sex disaggregated targets for regular tracking by local government 2.1.3 Refine approaches for collection of gender sensitive data 2.1.4 Carry out sex disaggregated beneficiary assessments in priority sectors	UNIFEM	180,000		65,000	60,000	55,000
	2.2 Analyze the role of women in the process of local decision-making in the political arena, with a view to identifying specific successful interventions	2.2.1 Identify areas of specialist support 2.2.2 Provide orientation and training to achieve a gender dimension to all target achievements 2.2.3 Hold an annual workshop on cumulative experience. 2.2.4 Share the report with local stakeholders and specialist agencies	UNIFEM	180,000		65,000	60,000	55,000

Intended Outputs (Strategic Targets)	Output Targets (Annual Targets, unless otherwise stated))	Indicative Activities	Agency	Budget US\$	2008	2009	2010	2011
outcomes on the empowerment of, or the impediment to, the empowerment of women.	2.3 Annual stakeholder survey and beneficiary assessment	2.3.1 Conduct survey 2.3.2 Ensure full women's involvement 2.3.3 Analyse findings 2.3.4 publish and disseminate reports	UNIFEM	180,000		65,000	60,000	55,000
	2.4 Use of findings of gender budget analysis in consequent annual planning and budget formulation	2.4.1 Compilation of key findings in discussion notes 2.4.2 Act on recommendations arising from the discussion notes 2.4.3 Identify incentives for local government with regard to responsiveness to gender equity demands 2.4.4 Hold a consolidation workshop during budget formulation stages	UNIFEM	180,000		65,000	60,000	55,000
	2.5 Five country (local) experts and assistants; one team of two for each selected LA.	2.5.1 Gender planning and budgeting coordinator (local Admin assistant 2.5.2 Accommodation including utility payments 2.5.3 Transport, equipment and running costs 2.5.4 Local travel costs 2.5.5 Regional travel costs  Total estimate of \$100,000 per country, per annum; thus X 5 countries = \$500,000 + 3 years = \$1,500,000 / 2 = 750,000 (i.e. shared with output 1.7)	UNCDF = 40% UNIFEM = 60% (50% to output 1.7)	750,000		250,000	250,000	250,000



Intended Outputs (Strategic Targets)	Output Targets (Annual Targets, unless otherwise stated))	Indicative Activities	Agency	Budget US\$	2008	2009	2010	2011
<b>3. Policy,</b> with emphasis on policy engagement, advocacy, communications and knowledge generation.	*3.1 A conceptual and analytical framework from which to test (a) gender-responsive budgeting, through performance budgeting and the development planning system, and (b) gender budget analysis, be prepared	3.1.1 Recruit expert/ specialist organisation 3.1.2 Research conducted 3.1.3 Report prepared 3.1.4 Tested at a regional forum 3.1.5 Revised in the light of observations received. 3.1.6 Basis for subsequent policy evaluations	UNIFEM	110,000		50,000	60,000	
	3.2 Baseline analysis of selected council in each of the five countries	3.2.1 Recruit local expert 3.2.2 Research conducted 3.2.3 Report prepared and circulated 3.2.4 Revised in the light of observations received. 3.2.5 Basis for subsequent "barometer" development	UNIFEM	50,000	50,000			
	3.3 Contribute to regional debates on gender-equitable local development (GELD) and advocate in the light of empirical evidence	3.3.1 Initiate and support discussions on gender-equitable local development (GELD) policy with particular regard to functional and fiscal decentralization 3.3.2. Prepare discussion notes on issues arising, for consideration by government representatives 3.3.3 Host three regional forums, including, in the final year, one to review the outcome of the final evaluation	UNIFEM	180,000		50,000	60,000	70,000

Intended Outputs (Strategic Targets)	Output Targets (Annual Targets, unless otherwise stated))	Indicative Activities	Agency	Budget US\$	2008	2009	2010	2011
	3.4 Contribute to national debates on gender-equitable local development (GELD) and advocate in the light of empirical evidence	3.4.1 Initiate and support discussions on gender-equitable local development (GELD) policy with particular regard to functional and fiscal decentralization 3.4.2. Prepare discussion notes on issues arising, for consideration by government representatives 3.4.3 Host two national forums in each project country; at the end of the first and second years	UNIFEM	240,000		120,000	120,000	
	3.5 Annual assessment of GELD experience in terms planning and budgeting, empowerment, and expenditure analysis, and its potential contribution towards formal national policy and potential replication; advocating in the light of empirical evidence	3.5.1 Discuss the year's experience with Local Councils' technical departments 3.5.2 Arrange the workshop 3.5.3 Facilitate the workshop 3.5.4 Prepare annual policy statement based on the GELD experience, using the original baseline studies (output 3.2) as the reference point for debate and potential policy conclusions	UNIFEM	180,000		65,000	60,000	55,000
	3.6 Annual update of all methodologies and supporting technical texts (manuals) to support the garnering of reportable evidence and resulting guidelines' preparation	3.6.1 Discuss the year's experience with Local Councils' technical departments 3.6.2 Arrange the workshop 3.6.3 Facilitate the workshop 3.6.4 Prepare new and / or revise / adapt existing guidelines to support LG planning and budgeting to achieve gender-equitable local development	UNIFEM	180,000		65,000	60,000	55,000

Intended Outputs (Strategic Targets)	Output Targets (Annual Targets, unless otherwise stated))	Indicative Activities	Agency	Budget US\$	2008	2009	2010	2011
	3.7 First half of last year; external evaluation, concerning programme impact, in terms of achieving gender equitable local development, to include recommendations for the future.	3.7.1 Discuss with all country, regional and HQ teams 3.7.2 Discuss with other stakeholders 3.7.3 Prepare ToR for Governments' and UNIFEM/UNCDF approval 3.7.4 Logistically support the external evaluation team 3.7.5 Consider the first draft, including through a stakeholder workshop 3.7.6 Submit final report to country, regional and HQ stakeholders	UNCDF	100,000				100,000
	3.8 Regional project team	3.8.1 One chief technical adviser 3.8.2 One programme associate 3.8.3 Accommodation including utility payments 3.8.4 Transport, equipment and running costs 3.8.5 Local travel costs 3.8.6 International travel costs	UNCDF	1,350,000	250,000	450,000	450,000	200,000
	3.9 Global policy and strategic guardianship of the central hypothesis and resulting conceptual frameworks	3.9.1 International travel for the HQ based supervisory group.	UNCDF (50%) UNIFEM (50%)	88,000	23,000	25,000	20,000	20,000

Annex 1: Planning, Budgeting, Implementation and Review Cycle: (“bottom-up” and “output-based”)

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
<b>Villages, districts and region</b>  <i>Implement</i>	Start implementing the programme for this year, flowing from last December's budget approval.											<b>Start <u>Stage 1</u> (Jan) slightly sooner, if necessary!</b>
District to region Develop' Plan (DP) <b>Villages, districts and region</b>	Spatially defined and the reference point for all “bottom-up’ and “output-based” reviewing, implementing and planning.											
<i>Plan “bottom-up” Villages and districts</i>	<b>Stage 1:</b> <i>Village participation: last year's review , this year's <u>implemen- tation</u> and next year's <u>planning</u>; i.e. for 'raw' project definition</i>	<b>Stage 2:</b> District confirmation and initial 'practical' and budget screening	<b>Stage 3:</b> Region 'no objection' through agreement to procure technical inputs for initial design and screening	<b>Stage 4:</b> Region ensures project documents finalised, as a basis for budgeting	<b>Stage 5:</b> Region finalises Annual Report, Plan and Budget (ARPB); submits to political forum	<b>Stage 6:</b> Parent ministry consolidates LG ARPBs into consolidated budget document for RSS	<i>Information from the Annual Report disseminated as a basis for reporting performance at all levels, including use of media, village events and other community relevant methods to impart the information</i>	Negotiation with parent ministry on actual budget allocation for next year	Finalise capital, O&M and capacity building budget; i.e. the integrated PB at objective (program') level	Submit work program for next year	Mobilise for new work	
<i>Plan “output-based” Districts and region</i>	<i>Information verification; Last year's performance review; - General development challenge - Strategic development imperatives - Development objectives (i.e. programme definition)</i>			<i>- Strategic targets - Annual targets - Activities - Inputs - Costs per input <u>ARPBs</u></i>								

Annex 2:										
Output budget summary (for output budget details, see the Results and Resources Framework (p. 17))										
Output 1: Planning		Column Totals	3,650,000	130,000	1,260,000	1,150,000	1,110,000	2,500,000	1,150,000	3,650,000
			N	1.1	100,000	70,000			100,000	
		N	1.2	300,000	100,000	100,000	100,000	300,000		300,000
		N	1.3	300,000	100,000	100,000	100,000	300,000		300,000
		N	1.4	300,000	100,000	100,000	100,000	300,000		300,000
		N	1.5	300,000	120,000	100,000	80,000	300,000		300,000
		N	1.6	1,600,000	500,000	500,000	500,000	1,600,000		1,600,000
		N	1.7	750,000	250,000	250,000	250,000	300,000	450,000	750,000
Performance		Column Totals	1,470,000	510,000	490,000	470,000	300,000	1,170,000	1,470,000	
		N	2.1	180,000	65,000	60,000	55,000	180,000	180,000	
		N	2.2	180,000	65,000	60,000	55,000	180,000	180,000	
		N	2.3	180,000	65,000	60,000	55,000	180,000	180,000	
		N	2.4	180,000	65,000	60,000	55,000	180,000	180,000	
		N	2.5	750,000	250,000	250,000	250,000	300,000	450,000	750,000
Output 1: Planning		Column Totals	3,650,000	130,000	1,260,000	1,150,000	1,110,000	2,500,000	1,150,000	3,650,000
		N	1.1	100,000	70,000			100,000		100,000
		N	1.2	300,000	100,000	100,000	100,000	300,000		300,000
		N	1.3	300,000	100,000	100,000	100,000	300,000		300,000
		N	1.4	300,000	120,000	100,000	80,000	300,000		300,000
		N	1.5	300,000	100,000	100,000	80,000	300,000		300,000
		N	1.6	1,600,000	500,000	500,000	500,000	1,600,000		1,600,000
		N	1.7	750,000	250,000	250,000	250,000	300,000	450,000	750,000
Performance		Column Totals	1,470,000	510,000	490,000	470,000	300,000	1,170,000	1,470,000	
		N	2.1	180,000	65,000	60,000	55,000	180,000	180,000	
		N	2.2	180,000	65,000	60,000	55,000	180,000	180,000	
		N	2.3	180,000	65,000	60,000	55,000	180,000	180,000	
		N	2.4	180,000	65,000	60,000	55,000	180,000	180,000	
		N	2.5	750,000	250,000	250,000	250,000	300,000	450,000	750,000
Output 1: Planning		Column Totals	3,650,000	130,000	1,260,000	1,150,000	1,110,000	2,500,000	1,150,000	3,650,000
		N	1.1	100,000	70,000			100,000		100,000
		N	1.2	300,000	100,000	100,000	100,000	300,000		300,000
		N	1.3	300,000	100,000	100,000	100,000	300,000		300,000
		N	1.4	300,000	120,000	100,000	80,000	300,000		300,000
		N	1.5	300,000	100,000	100,000	80,000	300,000		300,000
		N	1.6	1,600,000	500,000	500,000	500,000	1,600,000		1



[illegible]

# Requested Budget:

Breakdown of overall budget is as follows (USD):

Total programme budget (USD)	7,598,000		
UNCDF contribution (USD)	250,000		
UNIFEM contribution (USD)	50,000		
		<b>UNCDF</b>	<b>UNIFEM</b>
Total programme deficit (USD)	7,298,000	4,044,000	3,254,000
Share of implementation (%)		56%	44%
UNCDF Management Fee 5% (USD)	202,200	202,200	
UNIFEM Implementation Fee 7% (USD)	227,780		227,780
<b>Grand Total (USD)</b>	<b>7,727,980</b>	<b>4,246,200</b>	<b>3,481,780</b>
UNCDF Contingencies (USD)	158,888	158,888	
<b>Gross requested (USD)</b>	<b>7,886,868</b>	<b>4,405,088</b>	<b>3,481,780</b>

Breakdown of annual budget according to source of funding is as follows (USD):

		2008	2009	2010	2011
Total budget (USD)	8,186,868	559,078	2,765,000	2,637,190	2,225,600
Programming budget (USD)	7,598,000	453,000	2,595,000	2,470,000	2,080,000
Administrative costs and contingencies (USD)	588,868	8,479	154,400	145,700	280,289
<b>Sources of Funding</b>					
UNCDF (USD)	250,000	250,000			
UNIFEM (USD)	50,000	50,000			
Belgium – programme (USD)	7,298,000	153,000	2,595,000	2,470,000	2,080,000
Belgium – programme (EUR)	4,904,256	102,816	1,743,840	1,659,840	1,397,760
UNCDF Belgium funds allotment (EUR)	2,717,568	74,928	915,600	913,920	813,120
UNIFEM Belgium funds allotment (EUR)	2,186,688	27,888	828,240	745,920	584,640
UNCDF Management Fee 5% (EUR)	135,878	3,746	45,780	45,696	40,656
UNCDF Contingencies – flat amount (EUR)	106,773	0	0	0	106,773
UNIFEM Implementation Fee 7% (EUR)	153,068	1,952	57,977	52,214	40,925
<b>Total Administrative costs and contingencies (EUR)</b>	<b>395,719</b>	<b>5,698</b>	<b>103,757</b>	<b>97,910</b>	<b>188,354</b>
<b>Total Belgium<sup>8</sup> (EUR)</b>	<b>5,299,975</b>	<b>108,514</b>	<b>1,847,597</b>	<b>1,757,750</b>	<b>1,586,114</b>
<b>(USD estimate)</b>	<b>7,886,868</b>	<b>161,479</b>	<b>2,749,401</b>	<b>2,615,699</b>	<b>2,360,029</b>

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Figures in USD are based on official exchange rate for the Euro for August 2008 being Euro 1 = USD 0.672

Belgian contribution = € 5,300,000

Estimated at: USD 7,886,905 (as at August 2008)



## Annex 3 – ToR Chief Technical Adviser



### **Gender Equitable Local Development (GELD): SENEGAL, SIERRA LEONE, RWANDA, TANZANIA AND MOZAMBIQUE**

#### **Terms of Reference Chief Technical Adviser on Gender and Local Development**

<b>Location:</b>	Johannesburg
<b>Type of Contract:</b>	Series 200
<b>Post Level:</b>	L5 (TBD)
<b>Languages Required:</b>	English
<b>Starting Date:</b>	1 December, 2008
<b>Duration of Initial Contract:</b>	1 Year (renewable)

#### **Background:**

The Joint UNCDF/UNDP/UNIFEM programme "Gender Equitable Local Development", implemented by UNCDF and UNIFEM, seeks to achieve gender equitable development and improving women's access to resources and services at the local level through gender responsive planning, programming and budgeting. The programme has the following outcomes:

- Local government planning and budgeting intentions apply the 'gender-lens' and include sex disaggregated targets and benchmarks and measures that support women's empowerment;
- Systematic monitoring of budget performance to dissect the realities of Local government (LG) expenditure and its impact on gender equity
- Knowledge generation and policy, with emphasis on policy engagement, advocacy, communications and knowledge generation.

The programme will be supporting pilot local governments in five African countries: Senegal, Sierra Leone, Rwanda, Tanzania and Mozambique to achieve this.

A Regional Unit consisting of a Chief Technical Advisor on Gender and Local Development and a Programme Associate will provide technical support and policy advice to the programme countries and consolidate knowledge and learning generated by this programme at the country level. This regional unit will ensure consistent policy analysis, integration of the generated knowledge into the wider UN family as well as technical support to the country initiatives. It will be housed within a strategically positioned location to allow for integration in UN regional coordination efforts and strategic policy support.

#### **Duties and Responsibilities:**

The CTA on Gender and Local Development will provide high level policy advice and technical support to the pilot LGs and consolidate knowledge and learning generated by this programme at the country level. The CTA will ensure consistent policy analysis as well as the integration of the generated knowledge into the wider UN family. Under the direct supervision of the Local Development Director, UNCDF (first supervisor) and the GRB Programme Advisor, UNIFEM (second supervisor), the CTA on Gender and Local Development will have the following responsibilities:

#### **Policy advice and strategic leadership**

- Initiate and support discussions on gender-equitable local development (GELD) policy with particular regard to LG planning, budgeting, implementation and review systems
- Prepare discussion notes on issues arising, for consideration by government representatives
- Organize annual regional forums to validate the unfolding conceptual and analytical framework on gender-responsive budgeting, through performance budgeting and the development planning system, and gender budget analysis and the post evaluation consultation in the final year.
- Extract learning and document lessons learnt amongst the five countries
- Develop and implement processes for documentation and learning to ensure that country teams have access to lessons and regular knowledge building
- Implement a communication and dissemination strategy.

#### **Technical advice and monitoring support:**

- Oversee the development and implementation of country workplans
- Establish monitoring frameworks and provide ongoing feedback and technical backstopping and regularly monitor progress towards the identified indicators
- Provide technical support to country team and ensure progress of implementation of workplans
- Identify capacity building needs and coordinate response around gender equitable local development amongst country teams and local partners
- Develop tools and guidelines that facilitate the achievement of the anticipated outcomes by the country teams and local partners and ensure women's participation throughout the programme
- Undertake regular missions for oversight to the five programme countries.
- Coordinate timely delivery of high quality programme and financial reporting to HQ.
- Support the design and coordination of the external end of project evaluation to take place in the last half of the project lifetime.

#### **Facilitate inter agency collaboration and coordination:**

- Facilitate the establishment of steering committees at national, regional and HQ level consisting primarily of UNCDF, UNIFEM and UNDP to ensure learning at country level for UN country teams.
- Ensure coordination with the wider UNCTs especially through the UNDAFs and other mechanisms
- Expand partnerships with national, regional and international partners.

#### **Required Competencies:**

**Managerial:**

- Ability to build and lead teams effectively, mentoring team members well, inspiring confidence in others; managing matrices fluidly by encouraging inter-agency collaboration.
- Build strong relationships with both internal and external actors; - cultivate productive relationships with donors, partners and other important institutions and individuals.
- Manage programmes effectively - consistently ensures timeliness and quality of project work carried out by the office or team
- Strong oral and written communication skills.

**Technical/Functional:**

- Substantive knowledge and understanding of gender and development as well as more broadly, economic governance, with an emphasis on the provision of coordinated support and management of strategic programmes to advance gender equality in African countries
- Substantive knowledge and experience in management of rights based programmes
- Ability to carry out research, to contribute to the formulation of policies, procedures and guidelines

**Required Qualifications and Experience:**

The candidate should have the following minimum qualifications:

- A post-graduate degree in economics, international development, public sector reform or a related discipline.
- A minimum of 10 years of progressively responsible experience at local, national and international levels, dealing with gender equality, local development and social policies with specific expertise on gender responsive budgeting (GRB)
- Deep knowledge and understanding of development challenges in African countries
- Experience in results-based and rights-based programming (Results-based Management and Human Rights-based Approach to Programming)
- Experience in managing multi-country programmes
- Strong familiarity with UN inter-agency cooperation
- Fluency in English
- Resident professional experience in government planning and budgeting reform Africa.

**Desired Additional Qualifications and Experience:**

- Country level experience in working directly on local government reform to public expenditure management
- Proven experience in designing and delivering training programmes
- A working knowledge of French and Portuguese is desirable.

## Annex 4 – ToR National Programme Coordinator



### Gender Equitable Local Development (GELD): SENEGAL, SIERRA LEONE, RWANDA, TANZANIA AND MOZAMBIQUE

#### Terms of Reference Gender Planning and Budgeting Coordinator (GELD)

<b>Location:</b>	Selected LG or national partner
<b>Type of Contract:</b>	Service contract
<b>Post Level:</b>	NOC (TBC)
<b>Languages Required:</b>	Duty station language and English
<b>Starting Date:</b>	1 January 2009
<b>Duration of Contract:</b>	One year (renewable)
<b>Expected Duration of Assignment:</b>	Three years

#### Background

The Joint UNCDF/UNDP/UNIFEM programme "Gender Equitable Local Development", implemented by UNCDF and UNIFEM, aims at ensuring gender equitable development and improving women's access to resources and services at the local level through gender responsive planning, programming and budgeting. The programme has the following outcomes:

- Local government planning and budgeting intentions apply the 'gender-lens' and include sex disaggregated targets and benchmarks and measures that support women's empowerment;
- Systematic monitoring of budget performance to dissect the realities of Local government (LG) expenditure and its impact on gender equity
- Knowledge generation and policy, with emphasis on policy engagement, advocacy, communications and knowledge generation.

The programme will be supporting pilot local governments in five African countries: Senegal, Sierra Leone, Rwanda, Tanzania and Mozambique to achieve this. The support will be formulated according to a country workplan building on the global programme and the country assessments.

A GELD country coordinator will be recruited in each of the countries to oversee the implementation of the country workplan. A regional unit will also be set up to provide technical support and policy advice to the pilot LGs and consolidate knowledge and learning generated by this programme at the country level.

## **Duties and Responsibilities**

Under the direct supervision of the lead agency as first supervisor (TBC UNIFEM and/or UNCDF) and the Programme Chief Technical Advisor as second supervisor, the GELD Country Coordinator will have the following responsibilities:

### **Project management and monitoring:**

- Develop annual country workplans through building consensus with national stakeholders
- Coordinate the implementation of the programme activities by both implementing agencies
- Prepare regular country progress reports that include regular tracking of progress towards the identified indicators
- Ensure sound budget management

### **Inter agency Coordination:**

- Ensure regular communication with and between implementing agencies and national stakeholders
- Support the establishment of steering committee at national level in coordination with the wider UNCTs
- Ensure positioning of the programme within the framework of UNDAFs and other mechanisms
- Contribute to the expansion of partnerships with national partners and bilateral and multilateral organizations.

### **Project implementation:**

- Monitor the decentralization process and policies within the country
- Facilitate training workshops and conduct training
- Build a data base of relevant technical resources that are relevant to local planning and budgeting including policies, plans, and budgets, guidelines and training resources...etc.
- Support processes for preparation of gender equitable local plans and budgets
- Support the participation of women's groups in planning, budgeting and monitoring

## **Competencies**

### **Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

### **Functional Competencies:**

#### **Development and Operational Effectiveness**

- Substantive knowledge and understanding of decentralization process, gender planning and budgeting, Substantive knowledge and experience in management of multi stakeholder programmes
- Demonstrated experience in supporting participatory and community based initiatives
- Knowledge of approaches and tools for capacity development in support of national partners.

#### **Management and Leadership**

- Demonstrated record in building effective multi-stakeholder partnerships
- Effective management skills
- Strong oral and written communication skills in the country language and in English.

**Required Skills and Experience**

- Master's Degree or equivalent in Public Administration, Economics, Gender Studies or related field.
- At least five years of relevant experience in implementation monitoring and evaluation of development projects (results-based and rights-based programming)
- At least five years experience in leading programmes relating to gender equality, local development and social policies or gender responsive budgeting.
- Deep knowledge and understanding of development challenges in the country context
- Training skills
- Strong familiarity with UN inter-agency cooperation.
- Fluency in the UN and national language of the duty station.

