



Empowered lives.
Resilient nations.



United Nations Entity for Gender Equality
and the Empowerment of Women



REVISED STANDARD JOINT PROGRAMME DOCUMENT

1. Cover Page

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

Joint Programme Outcomes:

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

Programme Duration: 2015-2020

Anticipated start/end dates: 01 January 2016

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

Managing or Administrative Agent: _____

(if/as applicable)

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

Out of which:

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

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

** \$550,000 TBC

Sources of funded budget:

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

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

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2. Executive Summary

The elimination of gender inequalities and the empowerment of women and girls in all aspects of life will make a crucial contribution to the realization of the Sustainable Development Goals (SDGs), serving as a catalyst to accelerate overall sustainable development. Studies¹ have shown that women's economic empowerment can raise economic productivity, reduce infant and maternal mortality, improve nutrition, promote health, increase the chances of education for future generations, and help advance women's rights. To accelerate progress in the years ahead, we have a shared responsibility to recognize women as vital development agents and identify transformative solutions that will remove the barriers to the realization of their full economic potential.

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

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

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

3. Situation Analysis

According to the 2014 UNCTAD Report², in order to make significant progress in human development and well-being, the Least Developed Countries (LDCs) must facilitate structural transformation in the

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

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

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

Across all economies and cultures, women and girls carry out the bulk of unpaid care and domestic work. Globally, women do nearly 2.5 times as much of this work as men, with large gender disparities in time spent cooking, cleaning and caring for household members. Women's involvement in this work varies greatly across countries depending on the extent and coverage of public services and physical and social infrastructure, such as water and sanitation, energy, health and childcare⁴ as well as social norms of household division of labour that places men as the heads of household and bread winners and women as contributors to unpaid care work. As a result, women who work outside the household face far greater constraints on their time use than men do since they have to carry out both paid and unpaid work, making women time poor. At the same time, this complex reality and weak infrastructure reduces women's time availability to perform income-generating work, restricts the types of work they can perform, and reduces the rewards that they earn for such work.⁵ As formal sector job opportunities for women are often limited by their role in unpaid household and care work, there is also a wide gender gap in vulnerable employment. In 2012, across LDCs as a whole, 85 per cent of women and 73 per cent of men were in vulnerable employment, with more women than men employed in the non-agricultural informal sector.⁶

Research indicates that women who have their time burdens reduced can become economically empowered, enabling their increased participation in the labour force, invest more in their families and their children, thus pave a promising path for future generations, and significantly contribute to their societies and the economies.⁷ These time burdens can be reduced and redistributed through improved infrastructure that can contribute to women's economic empowerment by enabling them to participate in income-generating activities and to contribute to economic growth. Therefore, addressing bottlenecks that prevent women's engagement in economic activities could create a new entrepreneurial class of women, more productive female farmers, or a cluster of women enterprises or gender-sensitive businesses that could diversify local economies and contribute to inclusive and sustainable economic growth. This means that to economically empower women, we must focus our efforts, mandate and expertise towards recognizing and reducing women's unpaid care work and towards the diversification of rural economies to develop non-farm income-earning activities and to promote non-agricultural entrepreneurship among women in rural areas in LDCs.⁸

However, infrastructure provisions that reduce unpaid care work and increase income-generating opportunities for women in LDCs are constrained by a relatively weak private sector that struggles to retain profits, is further hampered by a poorly-developed financial sector⁹ and the lack of accessible

³ World Bank World Development Report 2008

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

⁵ CEPAL, Conditional Cash Transfers and Time Poverty, Gammage S.

⁶ UNCTAD The Least Developed Countries Report 2013, chap.3

⁷ SIG Working Paper, IDRC Women's Economic Empowerment and inclusive growth: labour markets and enterprise development. Naila Kabeer, SOAS, UK 2012

⁸ UNCTAD The Least Developed Countries Report 2013, chap.3

⁹ Ibid

investment funds.¹⁰ Therefore, fiscal policy should prioritize financing public investment in physical and human capital by accelerating gender sensitive investments in local infrastructure and increasing spending on health, water and sanitation, education and training, especially in rural areas. This will require strengthening and building government capacity at the local level, mobilizing and managing fiscal revenues through decentralized domestic resource mobilization to meet local needs and thus have a transformative impact upon local economic development and women's economic empowerment. In this context, the role of local governments becomes one of the most pressing development challenges for countries seeking to generate employment opportunities for their growing work force, in particular for women and youth, and working with the private sector to capitalize on potentially-meaningful gender sensitive investments in infrastructure that enhance labor-intensive productive sectors.

Therefore, there is a key role for local administrations to play in facilitating the mobilization of domestic resources towards investments that increase stock of gender-responsive infrastructure and speed up sustainable development. Productivity differences between female-owned and male-owned businesses are often result of the differences in access to and use of productive resources, where these differences are primarily a function of the business size and sector of operation rather than a gender-specific factor. Among African firms in urban areas, the median female-owned firm in the formal sector has 2.5 times less start-up capital than the median male-owned firm, but it has 5 times more start-up capital than the median female-owned firm in the informal sector. The same can be said about the number of paid employees in the firm.¹¹ Private sector incentives and new structures need to be designed to help women entrepreneurs to build productive partnerships with investors, to improve the quality of their business plans and de-risk their business proposals. Concurrently, strengthening the capacities of domestic commercial financing institutions to reduce their risk mitigation strategies and compliance measures will be central to producing a sustainable pipeline of gender sensitive investable projects that can have an impact on local livelihoods and economic development, especially by reducing the unpaid care work performed by women.

Finally, the local public sector should continue to invest in the provision of public goods, services, and gender-responsive infrastructure that can 'crowd in' private sector activity. This has a potential to pave the way for local economic development, women's economic empowerment, and a promising sustainable future. By investing locally through domestic resources, not only are investments more responsive to the status of the local economy through utilization of local skills and capacities, but are also more likely to benefit from improved local livelihoods through various interlinked channels, such as indirect employment, supply chains, and various multiplier effects with direct impact on economic growth, diversification of the economy, and the growth of other forms of manufacturing and service related sectors, which are essential for most developing economies.

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

4. Strategies including Lessons Learned and Proposed Joint Programme

4.1 Lessons Learned

¹⁰ UNCTAD Foreign Direct Investments in LDCs: Lessons learned from the decade 2001-2010 and the way forward

¹¹ World Bank World Development Report 2012

In an effort to enhance women's participation in income-generating activities at the local government level, the Gender Equitable Local Development Programme (GELD) was launched by UNCDF, together with UN Women and Belgium in 2009. GELD allocated capital investment grants to local authorities in five African countries in order to facilitate gender-responsive planning, programming and budgeting at the local level. According to the last GELD review¹², the programme has: helped local planning process become more oriented to the specific needs of communities; enhanced the performance of budget delivery rates; and has improved the public expenditure management and procurement processes by establishing specific gender requirements to the tendering and procurement processes. However, the programme did not address a key constraint on women's participation in income-generating activities: the need to translate the enhancement in the capacities, policies and regulatory environment of gender-sensitive public financial management at the local level into an unlocking of local public funding for gender-responsive public investments that at the same time can be used to leverage increased local private funding in gender-responsive investments.

In 2010, UNDP developed Gender and Economic Policy Management Initiative (GEPMI), a comprehensive capacity development and advisory services programme whose overarching objective was to contribute to the achievement of the MDGs by making the poverty reduction strategies; national development plans and economic policies deliver to women and men, boys and girls equitably. According to the Light Assessment in Africa performed in 2013¹³, the GEPMI initiative implemented in Africa is highly relevant with regards of the alignment of GEPMI objectives with development needs and policy priorities in Africa, results obtained also indicate that the GEPMI approach is sustainable and gains cannot be easily reversed. However, there was a need for clear institutional set-up at the country levels for the management of GEPMI, the need to come up with one training template for all trainers, to ensure standardization of delivery and the need to customize GEPMI Modules and other training materials to specific country situations including the local examples. GEPMI as an the initiative lacked a structure of a programme what resulted in fragmentation, lack of effective quality assurance of the activities performed by the UNDP Country offices and by UN Women.

4.2 Proposed Joint Programme

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

Within IELD's theory of change, significant focus will be put on addressing the constraints on women's income-generating activities posed by a lack of gender-responsive infrastructure that reduces burdens of unpaid care work. This will be facilitated through unlocking local public funding for gender-responsive public investments and simultaneously leveraging local private investment. Therefore, the IELD Global Programme will use its gender-sensitive Local Economic Assessment tool (LEA) to identify, in consultation with local governments and local communities, the most pressing bottlenecks faced by women at the local level to increase their participation in income-generating activities, and support local authorities and potential partners in private enterprises in selected LDCs to remove these barriers. By

¹² Final GELD internal UNCDF/UN Women review

¹³ GEPMI Light Assessment in Africa, 2013, Internal UNDP/UN Women assessment

enabling women to have access to public services that reduce their unpaid care work, local economic opportunities, and private financial services, the IELD Global Programme will create the enabling environment necessary to achieve and sustain inclusive and equitable local socio-economic development that economically empowers women and men, girls and boys and helps them achieve their rights while taking into account environmental linkages.¹⁴

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

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

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

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

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

1. It will understand the context and set a baseline by designing a gender-sensitive LEA. This will involve:

¹⁴ All these connect UN Women's Strategic Plan Impact Area 2 – Women's Economic Empowerment and corresponding global Flagship Programme Initiatives (FPIs) including women's access to land and productive resources for Climate-Resilient Agriculture and beyond, stimulating Equal Opportunities for Women Entrepreneurs through Affirmative Procurement, Investment and Supply Chain Policies, and, Income Generation and Security through Decent Work and Social Protection for Women.

- Mapping the national socio-economic policy and, institutional contexts, including non-economic aspects and bottlenecks to women's economic empowerment (e.g. gender bias, ownership of property/inheritance laws, access to land, etc.) on the local setting;
- Applying the LEA tool with a gender lens. The LEA enables local governments to analyze their economies' resource endowments, patterns of growth, the strengths and weaknesses of sectors, clusters and value chains in their localities, the extent to which an enabling environment for business is witnessed, as well as the extent of the linkages with regional, national and international economies. The LEA will be tailored to have a specific emphasis on evaluating the bottlenecks that hinder women's participation in the local economy;
- Assessing local government capacities to facilitate gender-equitable local economic development by identifying corrective actions designed to improve local management, revenue mobilization and utilization, and the quality of services rendered to citizens, most especially on gender issues.

2. It will strengthen local institutional capacity to promote gender-equitable local economic development through overcoming entrenched discriminatory norms, attitudes and stereotypes. This will involve:

- Building the capacities of local authorities for gender-equitable local economic development interventions and investments. Training modules will be produced derived from and building upon UNDP's Gender and Economic Policy Management Initiative (GEPMI) to develop the capacities of local authorities on an array of key gender-responsive policy mechanisms, including policy design and development, budgeting, and financing, along with a more general capacity in gender-aware socio-economic policy analysis;
- Identifying entry points in local government plans, budgets, and investment frameworks to systematically integrate gender-responsive measures in the design, planning and budgeting of gender-responsive local development investments.

3. It will facilitate the development and implementation of locally-produced, targeted, public and private investment that accelerates gender-responsive local economic development in priority areas and sectors. This will involve:

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

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

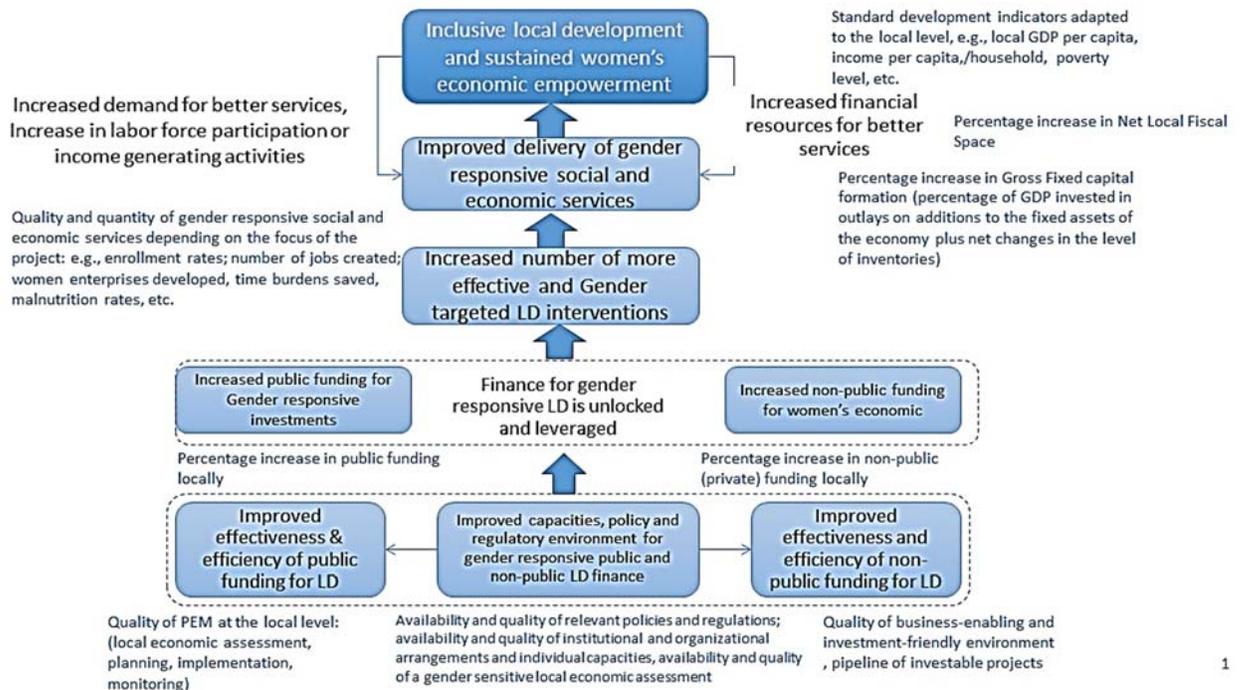
- Developing IELD training modules build upon UNDP's GEPMI to create an enhanced emphasis on women's economic empowerment at the local level among central and local governments. This will require building the capacities of local training facilities and developing a network of qualified national and regional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

The IELD Global Programme will adhere to three principles of sustainability:

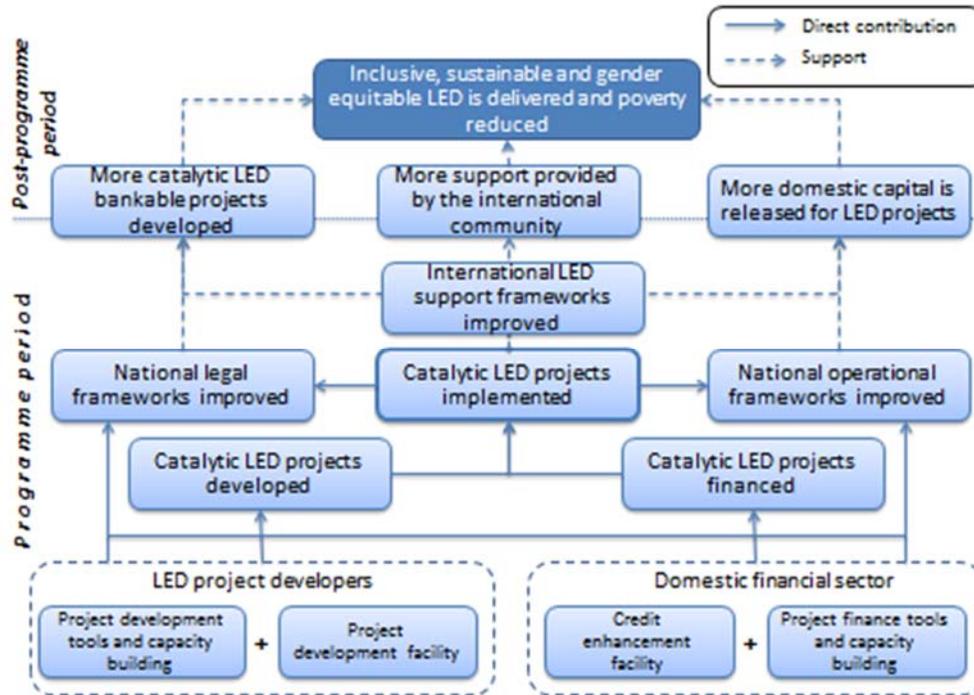
1. National ownership, in which the design and introduction of methodologies, systems and tools for local development finance will be built on local experience, and interventions will be designed, financed and implemented in alignment with the achievement of national and sub-national development goals;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

4.3 Theory of Change:

IELD LDF THEORY OF CHANGE



IELD Gender Sensitive Private Sector Development Theory of Change



5. Results Framework

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

incubators and other mechanisms Target: 10% increase on yearly basis			empowerment.								
Subtotal Output 1.1						\$100,000	\$250,000	\$250,000	\$260,000	\$250,000	\$1,110,000
JP Output 1.2: Business incubators established for women to develop effective relationships with businesses Baseline: To be established at country level Indicator: % increase in number of women businesses served by business incubators Target: 10% increase on yearly basis	UNDP SP Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment		UNDP SP Output 4.1: Country led measures accelerated to advance women's economic empowerment	UN Women and UNCDF	Capacity building to identified enterprises under project finance delivered - establishment of women business incubator	\$40,000	\$70,000	\$70,000	\$70,000	\$70,000	\$320,000
				UN Women Lead and UNCDF	Capacity building to enterprises under SME Cluster Finance/Bundle delivered - establishment of women business incubator	\$60,000	\$150,000	\$100,000	\$100,000	\$100,000	\$100,000
	UN Women SP Outcome 2.1: National legislation, policies, strategies, budget and justice mechanisms adopted and implemented to strengthen women's economic empowerment		UN Women SP Output 2.1.1: Enhanced capacity of legislators and policy makers in applying international standards, accountability mechanisms and budgetary allocation in national laws, policies, programmes and regulations on women's economic empowerment.	UNDP/U NCDF/UN Women	Project policy publications, manuals, training materials, advocacy materials	\$1,667	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Subtotal Output 1.2						\$101,667	\$235,000	\$185,000	\$185,000	\$185,000	\$891,667
Outcome 2: Barriers eliminated and enabling public and private policy and institutional environment created for women's local economic empowerment											
JP Output 2.1: Develop strategies to address key national and local bottlenecks and barriers to women's economic empowerment	UNDP SP Outcome 1: Growth and development are inclusive and sustainable,		UNDP SP Output 1.1: National and sub-national systems and institutions	UNCDF Lead with UN Women	Provide technical assistance to formulate gender sensitive financial flows that are sustainable, maintainable with projected financial flows of revenue	\$0	\$20,000	\$10,000	\$20,000	\$10,000	\$60,000

<p>Baseline: To be established at country level</p> <p>Indicator 1: Country level frameworks and capacity needs developed Target: Country level frameworks and capacity needs developed in each programming country</p> <p>Indicator 3: Project, policy publications issued, training manuals published Target: Training manuals published for each programming country Target: Project, policy publications published for each country</p>	<p>incorporating productive capacities that create employment and livelihoods for the poor and excluded</p> <p>UN Women SP Outcome 2.2: Women's Sustainable Livelihoods enhanced by gender responsive services and access and control over resources and means of production</p>		<p>enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive</p> <p>UN Women SP Output 2.2.2: Enhanced capacity at national and local level to develop and implement gender-responsive public services and policies</p>	<p>UNDP/UN Women</p>	<p>Identify major bottlenecks that hinder women's participation in local economy with community participation</p>	\$10,000	\$10,000		\$10,000		\$30,000
				<p>UNCDF Lead with inputs from UN Women and UNDP and approval of the GSIC</p>	<p>Develop Country level frameworks and identify interventions</p>	\$40,000	\$20,000	\$20,000	\$22,000	\$20,000	\$122,000
Subtotal Output 2.1						\$50,000	\$50,000	\$30,000	\$52,000	\$30,000	\$212,000
<p>JP Output 2.2: Capacity building initiatives for policy makers at local and national levels based on local need developed and rolled out</p> <p>Baseline: To be established at the country level</p> <p>Indicator 1: All key officers in each unit trained Target: Number of officers trained</p> <p>Baseline: To be established through country level LEA</p>	<p>UNDP SP Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment</p> <p>UN Women SP Outcome 2.2: Women's Sustainable Livelihoods enhanced by gender</p>		<p>UNDP SP Output 4.1: Country led measures accelerated to advance women's economic empowerment</p> <p>UN Women SP Output 2.2.1: Enhanced capacity at national and local level to develop and</p>	<p>UNDP LEAD</p>	<p>Provide capacity building to national counterparts on gender and economic policy management, local economic development and sector growth</p>		\$60,000	\$30,000	\$60,000	\$20,000	\$170,000
				<p>UN Women Lead with UNDP</p>	<p>Provide capacity building to local authorities on gender aware socio-economic local development policy analysis, investments, development, sector growth etc.</p>	\$40,000	\$30,000	\$30,000	\$30,000	\$130,000	
				<p>UN Women Lead and UNCDF</p>	<p>Develop Training modules to Local Authorities on Gender responsive local economic development</p>	\$80,000	\$20,000	\$0	\$10,000	\$0	\$110,000

<p>Indicator 2: % increase in women's representation and active engagement in community led planning and decision making Target: 10% increase each year</p> <p>Baseline 0 LEA tool and baseline defined</p> <p>Indicator: LEA assessments concluded for each country, clear directions identified and concrete initiatives defined</p> <p>Target (Year 1) 2 country LEA assessments conducted and concrete programming needs defined in these</p> <p>(Year 2) 1 country LEA assessment conducted and concrete programming needs defined</p> <p>(Year 3) 1 country LEA assessment conducted and concrete programming needs defined</p> <p>(Year 4) 1 country LEA assessment conducted and concrete programming needs defined</p> <p>(Year 5) 1 country LEA assessment conducted and concrete programming needs defined</p>	<p>responsive services and access and control over resources and means of production</p>		<p>implement gender-responsive public services and policies</p>	<p>UNDP Lead</p>	<p>Tailor made capacity building modules for national counterparts</p>	\$40,000	\$0	\$20,000	\$0	\$20,000	\$80,000
				<p>UN Women Lead with UNCDF</p>	<p>Designing a gender sensitive local economic assessment</p>	\$50,000	\$0	\$10,000	\$0	\$10,000	\$70,000
				<p>UNDP Lead</p>	<p>Mapping of national socio-economic policy and institutional context</p>	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
				<p>UNCDF Lead with UN WOMEN</p>	<p>Applying the LEA tool with a gender lens: 2 countries year 1, one additional country every year based on expansion plan</p>	\$140,000	\$60,000	\$60,000	\$60,000	\$60,000	\$380,000
				<p>UNDP Lead with UNCDF</p>	<p>Establishing a gender sensitive local economic baseline in selective localities</p>	\$40,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
				<p>UNCDF leads with UN Women</p>	<p>Assessment of local capacities established applying the LEA's diagnostic tool</p>	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
				<p>UN Women Lead with UNCDF</p>	<p>Analyze the LEA from a gender perspective and identify entry points</p>	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
				<p>UNCDF Lead with UN WOMEN</p>	<p>Analyze the institutional needs at the local level</p>		\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
				<p>UNDP/U NCDF/UN Women</p>	<p>Project policy publications, manuals, training materials, advocacy materials</p>	\$1,667	\$15,000	\$15,000	\$15,000	\$15,000	\$61,667
Subtotal Output 2.2:						401,667	275,000	245,000	255,000	235,000	1,411,667
Outcome 3: Domestic financing unlocked and increased for gender sensitive local basic services and local economic development											
<p>JP Output 3.1: Local Development Fund (LDF) is gender sensitive</p>	<p>UNDP SP Outcome 1: Growth and development are</p>		<p>Output 1.1: National and sub-national systems and</p>	<p>UNDP Lead with UNCDF</p>	<p>Gender sensitive Local Development Fund guideline developed</p>	\$35,000	\$5,000	\$15,000	\$5,000	\$0	\$60,000

<p>Baseline: LDF not gender sensitive</p> <p>Indicator: Number of plans, budgets and investments that directly promote gender equality and address unpaid care work Target: Gender sensitive LDF developed and operational</p>	<p>inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</p> <p>UN Women SP Outcome 2.1: National legislation, policies, strategies, budget and justice mechanisms adopted and implemented to strengthen women's economic empowerment</p> <p>UNCDF Outcome 1 Increasing financing for basic services and sustainable and inclusive growth</p>	<p>institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive</p> <p>UN Women SP Output 2.1.1: Enhanced capacity of legislators and policy makers in applying international standards, accountability mechanisms and budgetary allocation in national laws, policies, programmes and regulations on women's economic empowerment</p>	<p>UNCDF Lead</p>	<p>Allocate and Invest the Seed capital Funds to test and implement the LDF system</p>	\$0	\$500,000	\$1,000,000	\$1,250,000	\$1,250,000	\$4,000,000
			<p>UNDP and UNCDF</p>	<p>Gender Sensitive methodology and guide for project finance developed</p>	\$20,000	\$0	\$0	\$10,000	\$0	\$30,000
			<p>UNCDF</p>	<p>Project Finance financing grants and business development (2 countries)</p>	\$100,000	\$800,000	\$1,000,000	\$1,000,000	\$1,000,000	\$3,900,000
			<p>UNDP Lead and UNCDF</p>	<p>Baseline for Transformative Impact developed</p>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
<p>Subtotal Output 3.1</p>					\$175,000	\$1,325,000	\$2,035,000	\$2,285,000	\$2,270,000	\$8,090,000
<p>JP Output 3.2: Increased plans, budgets and investments at country level targeted to promote gender equality and reduce and redistribute unpaid care work</p> <p>Baseline: To be established at the country level</p> <p>Indicator: Number of plans,</p>	<p>UNDP SP Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment</p> <p>UN Women SP Outcome 2.2:</p>	<p>UNDP SP Output 4.1: Country led measures accelerated to advance women's economic empowerment</p> <p>UN Women SP Output 2.3.1:</p>	<p>UNCDF Lead with UN Women and UNDP</p>	<p>Provide informed technical assistance to design gender responsive local economic development interventions with women and community</p>		\$20,000	\$20,000	\$20,000	\$20,000	\$80,000
			<p>UNCDF Lead with UN Women and UNDP</p>	<p>Provide technical assistance to properly plan the identified gender interventions</p>		\$20,000	\$10,000	\$20,000	\$10,000	\$60,000

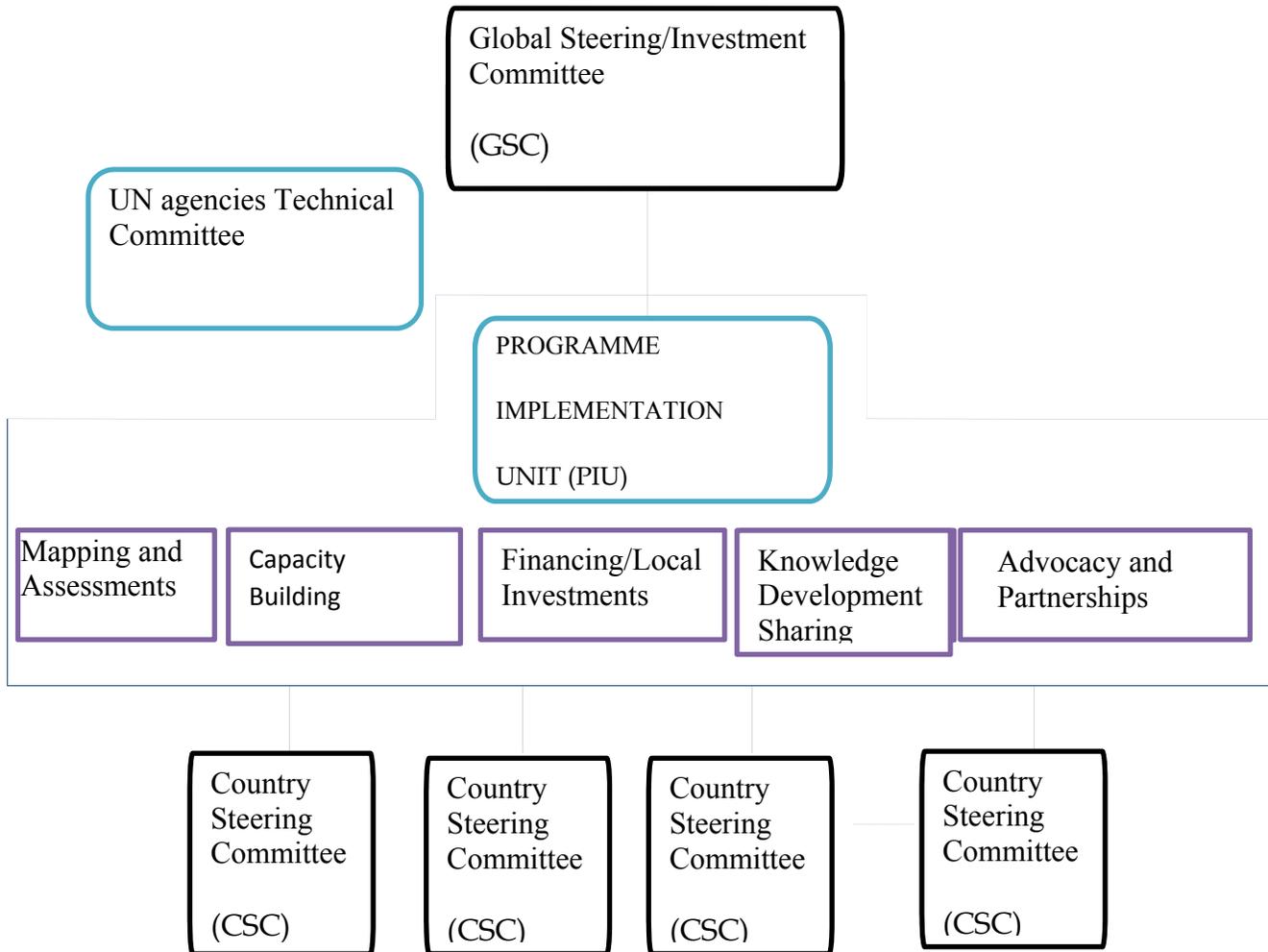
budgets and investments that directly promote gender equality and address unpaid care work Target: To be established at the country level	Women's Sustainable Livelihoods enhanced by gender responsive services and access and control over resources and means of production	Enhanced capacity of gender equality advocates to influence poverty eradication policies including through communication and advocacy	UN Women and UNCDF	Sustain gender investments in Public Expenditure Management	\$0	\$25,000	\$0	\$25,000	\$0	\$50,000
			UNDP Lead	Gender Procurement	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
			UN Women with UNDP	Identify locally driven measures to recognize, reduce and redistribute burdens placed specifically on poor women		\$20,000		\$20,000	10000	\$50,000
			UNDP Lead	Monitoring of gender sensitive enterprises against their work plans after closing deal for 2 year	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
			UNDP Lead	Monitoring of Cluster/Bundle against work plan and gender sensitive plans and budgets	\$20,000	\$100,000	\$100,000	\$100,000	\$100,000	\$420,000
			UNCDF Lead with UN Women and UNDP	Provide technical assistance to integrate the gender interventions in the appropriate local level financial frameworks e.g. MTEF, AIP etc.		\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
			UN Women with UNDP	Identify locally driven measures to lift institutional and legal barriers that restrict women's participation in local economy		\$8,000	8000	\$8,000		\$24,000
Subtotal Output 3.2					\$40,000	\$238,000	\$183,000	\$238,000	\$185,000	\$884,000
JP Output 3.3: Gender sensitive pipeline of investable projects established Baseline: To be established at the country level Indicator 1: % increase in domestic capital Target: To be established at the country level Indicator 2: % increase in net local fiscal space Target: To be established at the country level Indicator 3: % increase in fixed	UNDP SP Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded UN Women SP Outcome 2.2: Women's	Output 1.1: National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive UN Women SP Output 2.2.2: Strengthened skills/opportunities and enterprise development assistance for women to influence poverty eradication policies	UNDP and UNCDF	Gender sensitive methodology for cluster SME finance/Bundling developed	\$20,000	\$10,000	\$0	\$10,000	\$0	\$40,000
			UNCDF Lead with UNDP and UN Women	Cluster of women SMEs identified and pipeline developed	\$100,000	\$50,000	\$20,000	\$20,000	\$20,000	\$210,000
			UNCDF	SME Cluster Finance grants/Pool Funding Grants/Project Grants	\$50,000	\$800,000	\$800,000	\$800,000	\$800,000	\$3,250,000
			UNDP Lead with support from	Measuring and Reporting on Impact on Increase in net fiscal space or fixed capital formation	\$0	\$65,000	\$65,000	\$65,000	\$65,000	\$260,000

capital formation Target: To be established at the country level	Sustainable Livelihoods enhanced by gender responsive services and access and control over resources and means of production	including through communication and advocacy tools	UNCDF							
			UNCDF	Capacity building to domestic banks on risk mitigation and gender equality delivered	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
			UNCDF	Capacity building to financing institutions delivered	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
			UNCDF Lead	Mobilize and Design the Local Fiscal System to unlock domestic capital to local authorities for targeted interventions	\$10,000	\$20,000	\$20,000	\$10,000	\$10,000	\$70,000
			UNDP Lead	Account for the impact on the investments on Increase in Net Fiscal space and Fixed Capital formation	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
			UNCDF Lead with inputs from UN Women and UNDP and approval of the GSIC	Criteria and methodology of gender sensitive pipeline of investable projects developed	\$20,000	\$0	\$0	\$10,000	\$0	\$30,000
			UNCDF	Pipeline categorization (project finance, SME cluster and Bundling) established	\$20,000	\$10,000	\$5,000	\$5,000	\$5,000	\$45,000
			UNDP/U NCDF/ UN Women	Project policy publications, manuals, training materials, advocacy materials	\$1,667	\$15,000	\$15,000	\$15,000	\$15,000	\$61,667
Subtotal Output 3.3					\$261,667	\$1,026,667	\$981,667	\$991,667	\$971,667	\$4,233,333
Project management			UN Women	Global launch of programme	\$80,000					\$80,000
			UNCDF/ UNDP/ UN Women	Resource mobilization and developing further partnerships incl. partnerships strategy	\$15,000	\$10,000	\$10,000	\$10,000	\$10,000	\$55,000

			UNCDF	Brochure on IELD	\$5,000		\$10,000			\$15,000
			UNDP/UN Women	Country level advocacy workshops	\$10,000	\$20,000	\$10,000	\$20,000	\$10,000	\$70,000
			UNCDF	Midterm review			\$60,000			\$60,000
			UNCDF	Final review					\$105,000	\$105,000
Subtotal Programme Management					\$110,000	\$30,000	\$90,000	\$30,000	\$125,000	\$385,000
			UNCDF HQ	Project Manager	\$150,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,050,000
			UN Women HQ	Knowledge management Analyst	\$0	\$65,000	\$130,000	\$130,000	\$130,000	\$455,000
			UN Women HQ	Programme Coordinator	\$85,000	\$165,000	\$165,000	\$165,000	\$165,000	\$745,000
			UNCDF HQ	Research Analyst	\$65,000	\$130,000	\$130,000	\$130,000	\$130,000	\$585,000
			UNDP HQ	Programme Coordinator	\$85,000	\$165,000	\$165,000	\$165,000	\$165,000	\$745,000
			UNDP/UNCDF/UN WOMEN	Country Team1	\$82,500	\$165,000	\$165,000	\$165,000	\$165,000	\$742,500
			UNDP/UNCDF/UN WOMEN	Country Team 2	\$82,500	\$165,000	\$165,000	\$165,000	\$165,000	\$742,500
			UNDP/UNCDF/UN WOMEN	Country Team 3	\$82,500	\$165,000	\$165,000	\$165,000	\$165,000	\$742,500
Subtotal HR					\$632,500	\$1,245,000	\$1,310,000	\$1,310,000	\$1,310,000	\$5,807,500
Total Outputs										\$16,866,001
Total Outputs, PM and HR										\$23,058,501
							Total Capital Grants			\$11,150,000
							Total Technical UNCDF			\$3,802,667
							Total Technical UNDP			\$3,784,167
UN organization 1	Programme Cost **						Total technical UN Women			\$4,321,667

	Indirect Support Cost**										
UN organization 2	Programme Cost										
	Indirect Support Cost										
UN organization 3	Programme Cost										
	Indirect Support Cost										
Total	Programme Cost					\$1,872,501	\$4,683,000	\$5,318,000	\$5,615,000	\$5,570,000	\$23,058,501
	Indirect Support Cost (0.08%)										\$1,764,680.08
Project Total											\$24,823,181

6. Management and Coordination Arrangements



6.1 The Global Steering Committee (GSC):

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

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

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

6.2 UN Technical Committee:

The UN technical committee will be composed of the gender/economic advisors responsible for the development of the Global Programme. These include UN Women's economic empowerment advisor, Manager of UN Women's Knowledge Gateway/WmpoerWomen.org, UNCDF Local Development Finance Programme Manager, UNDP Gender Team Economic Empowerment Specialist.

6.3 Programme Implementation Unit (PIU):

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

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

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

6.4 Country Steering Committee:

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

- The Coordinating/Executing Agency (for example, the ministry of finance)
- Other national implementing partners such as the prime minister's Office or ministries of local government; or other relevant ministries (ministry of local government, the gender-related affairs, and others)
- UNDP (represented by relevant UN Task-Team of the UN Development Assistance Framework)
- UNCDF (represented by the IELD Programme Manager and the relevant Regional Technical Advisor)
- Relevant country investment and business councils, and women's business/trade associations/networks/collectives, where applicable;
- Representatives of financial institutions and funds, where applicable;

- Association of local governments; and women’s civil society group/NGOs;
- Chair of the donor group on decentralization and/or private sector development, where applicable.

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

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

6.5 Implementation Modality

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

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

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

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

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

7. Fund Management Arrangements

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

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

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

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

8. Monitoring, Evaluation and Reporting

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

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

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

1. Quarter progress report to the GSIC: the PM is expected to produce programme implementation as well as financial progress briefings to the GSIC on quarterly basis. Such progress will ensure that activities and progress on implementation is properly followed;
2. Joint AWP for implementing partners: To ensure coherence and effective implementation, IELD will have a joint AWP for the three entities. Progress on implementing and assessing the success of the AWP will be part of the quarterly progress briefing for the GSIC;
3. Mid-term evaluation: the programme will conduct a midterm evaluation 3 years from the day of the official launch of the programme. The midterm evaluation will focus on the feasibility and practicality of the newly developed tools and the methodology;
4. Final evaluation of the inception phase: a final evaluation for the piloting phase (5 years from the launch of the programme) will be conducted. The objective of the final evaluation is to inform the full roll out of IELD globally;
5. Annual progress report: an annual progress report will be published to ensure effective collection of information, statistics, lessons learned and evaluation of progress and results, to disseminate

the publications to donor countries and implementing partners. The report will also be used to influence policy dialogues and discussions at the local, national and global levels, as well as to further advocate for the programme and the Transformative Impact Financing approach;

6. Financial reporting: Financial reporting will be performed and submitted to the Programme manager on quarterly basis. A summary of financial reports and a brief narrative will be expected from each implementing partner on quarterly basis. UNCDF LDFP programme manager will provide financial guidance on the financial reporting and the investment pipeline;
7. UNDP's results based management system will support the monitoring and reporting on IELD. The PM is the overall responsible member to ensure the accurate monitoring and reporting of the project in the RBM.

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

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

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

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

9. Legal Context

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

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

The Implementing Partners/Executing Agency¹⁵ agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by participating UN organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Joint Programme Document.

¹⁵ The Executing Agency is used in cases where UNDP is operating in countries with no signed Country Programme Action Plans.

10. 2016 Work Plan

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

	UN WOMEN	that hinder women's participation in local economy with community participation					UN WOMEN	Luxembourg	National consultant	5,000
JP Output 2.2 Capacity building initiatives for policy makers at local and national levels based on local need developed and rolled out										
	UNDP	Mapping of national socio-economic policy and institutional context	X	X			UNDP	UNCDF Luxembourg	National consultant	10,000
	UNCDF UN WOMEN	Design a gender sensitive Local Economic Assessment	X				UNCDF UN WOMEN	UNCDF SIDA PFIS 1*	International consultant	20,000
									National Consultant	5,000
									Publications	2,000
	UNCDF UN WOMEN	Applying the LEA tool with a gender lens: 2 countries year 1		X	X		UNCDF UN WOMEN	UNCDF SIDA PFIS 1*	Travel	9,820
									International consultant	30,000
									National consultant	30,000
									Communications and Publications	1,081
	UNDP UNCDF	Establishing a gender sensitive local economic baseline in selective localities		X	X		UNDP UNCDF	UNCDF Luxembourg	Travel	10,000
									National consultant	15,000
	UNCDF UN WOMEN	Analyze LEA from a gender perspective and identify entry points		X			UNCDF UN WOMEN	UNCDF Luxembourg	International consultant	5,000
									National consultant	5,035
	UNDP	Provide capacity building to national counterparts on gender and economic policy management, local economic development and sector growth				X	UNDP	UNCDF Luxembourg	Travel	10,000
									Workshop	5,000
									International consultant	15,000
	UNCDF UN WOMEN	Develop training modules to local authorities on gender			X		UNCDF UN WOMEN	UNCDF SIDA PFIS	International consultant	30,000

		responsive local economic development						1*	Communication and Publication	5,000
	UNDP	Tailor made capacity building modules for national counterparts	X	X			UNDP		International consultant	30,000
JP Output 3.1: Local development fund is gender sensitive										
	UNDP UNCDF	Gender sensitive Local Development Fund guideline developed	X				UNDP UNCDF	UNCDF SIDA PFIS 1*	Workshop	4,500
								UNCDF Core	International consultant	15,000
									Publications	2,000
	UNDP UNCDF	Gender sensitive methodology and guide for project finance developed	X				UNDP UNCDF	UNCDF Luxembourg	International consultant	17,000
									Publications	2,991.50
	UNDP UNCDF	Baseline for transformative impact developed	X				UNDP UNCDF	UNCDF Luxembourg	Travel	5,000
									National consultant	20,000
JP Output 3.3: Gender sensitive pipeline of investable projects established										
	UNCDF UNDP UN WOMEN	Criteria and methodology of gender sensitive pipeline of investable projects developed	X	X			UNCDF UNDP UN WOMEN	UNCDF Luxembourg	Workshop	10,000
									International consultant	10,000
	UNDP UNCDF	Gender sensitive methodology for cluster SME finance/bundling developed	X	X			UNDP UNCDF	UNCDF Luxembourg	Travel	15,000
									Workshop	5,000
									International consultant	20,000
									National consultant	20,000
									Communications and publication	2,000
	UNCDF	Capacity building to domestic banks on risk		X	X		UNCDF	UNCDF Luxembourg	Travel	5,000
									Workshop	5,000

		mitigation and gender equality delivered							National consultant	10,000
									Communications and publication	2,000
	UNCDF UNDP UN WOMEN	Cluster of women SMEs identified and pipeline developed	X	X			UNCDF UNDP UN WOMEN	UNCDF SIDA PFIS 1*	Travel	5,000
								UNCDF Core	Workshop	4,500
									Workshop	6,000
									National consultant	40,000
	UNCDF	Capacity building to financing institutions delivered		X	X		UNCDF	UNCDF Core	Travel	5,000
									Workshop	5,000
									International consultant	10,000
									National consultant	5,000
Programme management										
	UNCDF UNDP UN WOMEN	Resource mobilization and the global launch of programme	X	X	X	X	UNCDF UNDP UN WOMEN	UNCDF SIDA PFIS 1*	Travel	50,000
									Workshop	10,000
									Communications and publication	2,000
	UNCDF UN WOMEN	Empowerment.org iLearn app, business hub and IELD web materials	X	X	X		UNCDF UN WOMEN	UNCDF SIDA PFIS 1*	International consultant	30,000
		Project manager		X				UNCDF Core	FTA Staff	200,000
		Programme coordinator UNDP		X				UNCDF Core	FTA/Temp International consultant	40,000
		Research Analyst		X				UNCDF Core	FTA Staff	80,000
		Country Team 1	X					UNCDF Core	National staff/temp consultants	90,000
		Country Team 2			X			UNCDF Core	National staff/temp consultants	90,000
		Total UNCDF CORE								408,000
		Total SIDA PFIS 1*								394,901
		UNCDF Booster Fund								0
		UNCDF Luxembourg								514,019
		Programme cost								1,316,920
		Indirect cost								63,624
		Total Cost								1,380,544

Annexes

Annex I. Cross Cutting Issues:

Youth Employment

The promotion of entrepreneurship among young people, especially young women, has an important role to play in reducing youth unemployment. Encouraging and facilitating business start-ups by young women provides them with a pathway to enter the labour market through self-employment. Viewed from a macroeconomic perspective, this boosts employment opportunities being created for youth, not only through the self-employment of young entrepreneurs but also thanks to the wage employment that successful enterprises will generate for other young people¹⁶. Targeting women entrepreneurs seems to be an appropriate approach because women often experience more obstacles in starting and developing a business compared to men¹⁷. Beyond entrepreneurship, there need to be renewed efforts to promote active labour market policies using public employment guarantee schemes during local infrastructure projects for temporary employment; emergency public works programmes and other direct job creation schemes which are well targeted; and ensuring that the long-term unemployed stay connected to the labour market through, for example, skills development for employability as prescribed by ILO's Global jobs Pact.¹⁸

The programme will contribute to youth employment, specifically among young women, in various ways. Firstly, the objective of expanding opportunities for youth employment will be embedded in the various tools that the programme will introduce at the local level for assessing the characteristics of a local economy and its potential for inclusive and equitable growth as well as other tools used for generating inclusive and sustainable socio-economic strategies. This will ensure that local strategies will address the specific bottlenecks faced by youth, and especially female youth, from entering into the local economy. Secondly, the local economic funds access criteria will ensure that youth employment is a high priority in the projects that it finances and in other projects for which that the programme will leverage funding from other sources. Thirdly, youth will benefit from the longer term improvements in target local economies as a result of increased investments in priority productive sectors and value chains, leading to increased employment opportunities.

Environment

The IELD programme will ensure that all local economic development investments place environmental sustainability and the effective management of a locality's natural resources as the highest priorities when seeking to achieve equitable and inclusive economic development. Investments through the LDF will only be channeled to projects and interventions that establish the delicate balance of environmental sustainability and the development of a local economy. In addition to the environmental sensitivities of the capital investments, IELD will also address major bottlenecks resulting from climate change that hamper women's participation in the local economy.

For example, the impact of desertification, as a result of land degradation, deforestation, and drought, among other factors, is placing a further burden on women's unpaid care work because women are travelling longer distances to fetch water or to collect wood, which in turn further contributes to their inability to attend schools or to engage in the local economy. By responding to such bottlenecks, IELD

¹⁶ U. Schoof: *Stimulating youth entrepreneurship: Barriers and incentives to enterprise start-ups by young people*, SEED Working Paper No. 76, Series on Youth and Entrepreneurship, (Geneva, ILO, 2006), p. 67.

¹⁷ W. Maudé: "Promoting entrepreneurship in developing countries: Policy challenges", in *European Journal of Development Research*, 2010, Issue 4, 2010

¹⁸ ILO, 2009. "Recovering from the crisis: A Global Jobs Pact." Can be accessed here: http://www.ilo.org/ilc/ILCSessions/98thSession/texts/WCMS_115076/lang--en/index.htm

will provide the enabling environment necessary to reduce the time burdens on women and in so doing provide them with the opportunity to engage in the local economy.

Food Security and Rural Development

As the majority of the world's poor are in rural areas, and as the majority of these people work in agricultural activities, and as the majority of those working in agriculture are women, IELD's strategic labour acceleration investments targeted towards building food storage facilities, or the investments in securing agricultural inputs for the production cycle will be instrumental in increasing women's agricultural outputs and thus contributing to economic empowerment and food security.

UNDPs Women's Green Business Initiative²⁹ can also be instrumental in leveraging efforts to foster women's participation in green businesses in rural areas. As recently stated by UNDP, local institutions often take a central role in promoting green job opportunities in rural settings. Local government units, non-governmental organizations, and formal and informal local organizations such as cooperatives and cultural groups each have their part to play. Several local governments have captured green job opportunities by introducing programmes coupled with training schemes targeted specifically at women and youth—initiatives that also serve to address the high unemployment disparities that exist within their localities. Successful initiatives have been rolled out that addressing water security in South Africa, the fisheries sector in the Philippines, and the development of community gardening for food security and income generation in poor municipalities in Senegal, Bolivia and Argentina, to name a few.³⁰

Annex II. Transformative Impact Financing and UNCDF's Financial Instruments

Transformative Impact Financing (TIF), is an approach to capital development finance which utilizes UNCDF's local development finance core approach and financing instruments to unlock domestic capital for local economic development and entrepreneurship, with a special emphasis on the development impact as a measure for success.

TIF targets locally born pipelines of investable projects with a high impact on development such as jobs creation and women's economic empowerment, climate change, food security among other development outcomes. It focuses on unlocking public and private domestic capital to finance various investments, through matching the status of the local economy, the domestic capital and the local capacities together, thus unlocking a massive potential for local entrepreneurs, local businesses and enterprises.

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

Additionally, while other forms of financing, such as FDI among others, tend to have a minimum to insignificant impact on local economic growth, TIF infuses and unlocks domestic capital to finance its development pipelines, thus, moving the liquidity within national banks and institutions, which can further contribute to jobs creation and the growth of the national economy, as well as can increase net fiscal space and fixed capital formation, which can be measured as evidence of economic growth and improvement in livelihoods; an impact measurement objective of critical importance to the design of this IELD programme.

Moreover, TIF is designed with a critical assumption that a key reason why economic growth has failed to provide opportunities for poor women and men is because of the lack of recognition of the synergies between gender equality, economic growth and poverty reduction. For this reason, addressing gender

inequality at the local level remains a critical and immediate development challenge in the LDCs. To this end, TIF focuses on responding to this urgent gap with a special focus on women's economic empowerment, and on unlocking domestic capital to public and private opportunities, which respond to the different needs of women and men.

IELD will utilize UNCDF's extensive experience with its innovative LDF financing tool. Local Development Fund are fiscal transfers provided to local governments for investment purposes. LDFs can be fully discretionary or can be ring fenced for specific activities. The use of Minimum Conditions / Performance Measurement funding systems provide strong tools for improving local government performance while encouraging compliance with regulations, identifying capacity gaps in different functional areas, and strengthening general monitoring and evaluation systems through annual assessments.

Structured Project Finance: These financing instruments provide structured nonrecourse financing solutions, in the form of collateral guarantees, for development projects as part of local development programmes. The aim is to unblock sources of local domestic finance for small and medium infrastructure projects by reducing private sector risk for selective, strategic and catalytic local economic development projects. These include industrial infrastructure projects such as energy projects, transport, warehouses, and food processing plants.

SME Cluster Finance: Designed to support local economic development by grouping their existing and potential enterprises into clusters with connected value chains, labour market requirements and other linkages. This enables economies of scale and the unlocking of domestic capital for the enterprises within the targeted cluster. This enables the addition and retention of value within the local economy, the diversification of the labour market and the stimulation of complementary activity such as legal and accounting services.

Annex III. Piloting Phase and Country Selection Criteria

The IELD programme will have an piloting phase of 5 years, with an initial country presence in three to four LDCs, and an intention to systematically grow the country presence based on availability of resources, country demand and most importantly the capacity of the project to deliver effectively the agreed upon results.

The main focus of the three/four initial pilot countries will be based on country demand and regional distribution, in order to test the IELD financing instruments, build local and regional knowledge, networks, capacities and experiences, and pave the way for country expansion in each of the regions, based on full agreement among the three implementing agencies, UNCDF, UN Women and UNDP, represented under the IELD steering committee.

Country Selection Criteria:

Future country expansions and considerations will be done through a call for proposal to country offices, upon which, a criteria based evaluation will be performed and presented to the IELD steering committee for agreement. The evaluation criteria will include measures such as the nature of the intervention, development impact and anticipated results, potential resource mobilization, alignment with country priorities, national capacities among others.

Additional criteria can include: established good working partnerships with women's business/trade associations, good partnerships developed with the private banks and the relevant Ministries. Possibility of the cost sharing with the local government will be considered as an advantage.

Annex IV: How IELD conforms to the DCED standards

How IELD conforms to the DCED standard as defined in the 2015 Reader on Results Measurement and the 8 step process		
DCED standard step	How IELD responds	Note
1. Articulating the Results Chain or programme logic	The results chain and programme logic is clearly articulated in the project document and in the attached mind map using the software requested.	All Local Development Finance projects apply the same core approach to Mobilizing, Allocating, Investing and Making Accountable resources for Local Development. The concept of local development is clearly defined in the approved LDFP business plan 2014 -2017 and the Executive Board approved UNCDF strategic framework for the same period.
2. Defining indicators of change based on the logic	The indicators of change are twofold: <ul style="list-style-type: none"> • The specific indicators of the project that deal with Women's Economic Empowerment (Output and Outcome indicators); • The Output and Outcome indicators of the Local Development Finance Practice as defined in the UNCDF IRRM as approved by the Executive Board. 	The LDFP IRRM that was developed together with the UNCDF Evaluation Unit measures local Development Finance projects. This document includes output indicators for how LDFP Mobilises, Allocates, Invests and Makes Accountable resources for local development together with local institutions using its investment instruments of: <ul style="list-style-type: none"> • Local Development Fund • Local Finance Initiative • Municipal Finance In each locality the LDFP activities will be measured by their impact on: <ul style="list-style-type: none"> • Gross Fixed Capital Formation • Net Local Fiscal Space The UNCTAD LDC reports of 2013 and 2014 identify lack of local infrastructure as a key bottleneck in LDC development.
3. Measuring changes in indicators, applying good practice	The monitoring of project activities and impact is carried out by UNDP in each programme country according to RBM and DCED standards.	LDFP colleagues are being trained in the relevant indicators.
4. Estimating attributable changes	The estimate of attributable changes applies the Local Development Finance tools for Local Economic Assessment and for Bundling of projects that have an impact on Women's Economic Empowerment. UNDP has the responsibility for following up	The LDFP baseline study is underway.

	with each project invested in to ensure this attributable change is tracked at the project level. UNCDF will carry out periodic Local Economic Development Assessments to ensure that change is tracked at the level of the local economy.	
5. Capturing wider changes in the system or market	The Local Economic Development Assessment tool will capture the wider changes in the local economy from the point of view of Women's Economic Empowerment.	Local Development Finance practice seeks to create transformative change in local economies – as identified in the 2014 Cotonou Agenda for the LDCs.
6. Tracking associated programme costs	Programme costs will be tracked through the UNCDF, UNDP and UN Women systems of financial management including ATLAS.	
7. Reporting results in a responsible way	Results will be reported according to the systems of the three UN Agencies involved. The Steering Committee will ensure that reports from each programme country are produced in a timely manner and consolidated into global reports.	
8. Managing the system for results measurement	The system for results measurement will be managed by the IELD project manager with support from the RBM specialists in UNCDF and the Evaluation Unit as appropriate.	

Annex V. Terms of References (TORs)



UNITED NATIONS CAPITAL DEVELOPMENT FUND

JOB DESCRIPTION

I. Post Information

Post Title: IELD Project Manager, Women’s Economic Empowerment
 Post Number: **00097810**
 Organizational Unit: UNCDF
 Duty Station: New York
 Supervisor/ Grade: D1
 Post Status: P4 (Rotational/non-Rotational)
 Source of Funding: This post is a Global Technical Initiative expected to be financed by Core & Project funds

Current Grade: N/A
 Proposed Grade: P4
 Approved Grade:
 Post Classified by:
 Classification Approved by:
 Duty station:

II. Organizational Context

UNCDF is the UN’s capital investment agency for the world’s 48 least developed countries (LDCs). UNCDF focuses on Africa and the poorest countries of Asia, with a special commitment to countries emerging from conflict or crisis. UNCDF programmes are designed to catalyze larger capital flows from development partners, national governments and the private sector, for maximum impact toward the Millennium Development Goals.

UNCDF’s approach to Local Development Finance acknowledges the challenges for LDCs in enhancing local basic services, promoting local economic development and increasing local resilience to shocks in an increasingly uncertain world. The approach recognizes that LDC economies have reached levels of domestic capital (public and private) significantly greater than a decade ago. Yet underinvestment at the local level remains a feature of LDCs that is holding back structural

transformation. In addition to external sources of development finance there is an additional need to find ways of channeling domestic resources for local development – including in rapidly growing urban areas.

This picture of overall growth, increased inequalities and stubborn pockets of poverty within LDC urban areas reveals **an uncertain and differentiated development environment in which many localities are not sharing the benefits of growth**. How can resources be reinvested locally to build resilience and reduce inequalities?

This is the challenge of local development and it is a challenge that becomes more and not less important as developing countries experience growth and capital accumulation but lack the means to reinvest that capital to promote sustainable, equitable and inclusive development. The result is localities lacking in infrastructure and capital investment that could support a more sustainable and equitable inclusion into the growing economy. Without this investment there is a tendency for value chains to be extractive and for a reduced scope to develop the clustering, linkages and labour markets that could recycle the proceeds of growth at the local level. There is also a tendency for poor quality infrastructure and for growing urban areas to lack access to the financial resources that are available centrally. This includes areas where local authorities have a comparative advantage such as climate change adaptation, food security, and women's economic empowerment.

The growing differentiation at the local level is accompanied by two broad trends in development finance. Firstly the general decline of Official Development Assistance (ODA) since the 2008 economic crisis and secondly the above mentioned accumulation of significant capital surpluses in LDCs that are not reinvested locally due to perceived risk and a lack of investment opportunities, instead they are often held in unproductive real estate or in overseas accounts. These trends complicate the task of investing in public and private infrastructure for local development in those regions that are lagging behind.

Inclusive and sustainable growth requires resilient local economies that include a varied mix of public sector and private sector investment and that are not over dependent on one activity. Economic activities can contribute to inclusive local growth if they leverage and utilize other local resources, or they can be of an 'enclave' nature where the activity has little impact on the surrounding economy. Therefore not all local economic activity has the same impact on local development.

What is local development? It is not simply development that happens locally, as all activities happen somewhere. Instead Local Development means increasing the prosperity and wellbeing of localities and strengthening their resilience to economic and environmental shocks. This requires: Leveraging and using local resources; Providing benefits, employment and services to local people - In economic terms, promoting forward and backward linkages and positive externalities; Strengthening and using local institutions, and; Increasing local environmental resilience and sustainably exploiting environmental resources.

This is the development challenge addressed by UNCDF's Local Development Finance Practice (LDFP) that works with Least Developed Country governments to:

mobilize additional capital for local development including from the domestic public and private sectors (for example by promoting fiscal decentralization, increasing own revenue of local authorities and stimulating investment finance by domestic banks);

design appropriate allocation mechanisms for this capital (intergovernmental fiscal transfers, public-

private partnerships, structured project finance, municipal debt instruments);

support local investments that provide a demonstration effect and lead to upscaling and mainstreaming of these mechanisms (including supporting UNCDF's pipeline of investible projects);

secure these investments within an accountable institutional environment that sustains and promotes local development (legal, political, administrative, social).

Women's Economic Empowerment and Local Development

As stated in its Strategic Framework (2014-2017), UNCDF will support the efficient and effective use of public and private finance for local economic development. In line with this strategy, IELD will work with local governments in the Least Developed Countries (LDCs) in fostering women's economic empowerment by creating the enabling environment necessary to achieve and sustain inclusive and equitable socio-economic development, with women's access to local economic opportunities, women's entrepreneurship, and access to public services at the heart of the programme.

Gender equality and women's empowerment are at the heart of UNDP's development mandate. UNDP's strategic Plan (2014-17) is complemented and accompanied by the gender equality strategy (2014-17), which aims to contribute to the eradication of poverty and the significant reduction of gender inequalities by empowering women and promoting and protecting their rights to attain a more inclusive, sustainable and resilient world. The partnership with UNDP on the IELD will play a catalytic role in reducing inequalities and empowering women, especially at the local level.

IELD is a global programme of UNCDF, UN Women and UNDP, with the aim of supporting local investments that take into consideration the differentiated and specific needs and priorities of poor women and men, with a particular emphasis on unlocking barriers to women's economic opportunities and empowerment.

With the objective of achieving gender equality and empowerment of women as mandated by the Millennium Development Goals (MDGs) and the forthcoming Sustainable Development Goals (SDGs), the IELD programme - using a Gender Sensitive Local Economic Assessment tool (LEA) and a tool for measuring the impact of investments on women's economic empowerment - will identify, in consultation with the local governments and communities, the most pressing bottlenecks faced by women at the local level, and support the public and private investments that lift these barriers and therefore creating an enabling environment to achieve and sustain inclusive and equitable socio-economic development, and to enable women's access to local economic opportunities, entrepreneurship, and public services.

This will be achieved by working with local governments and other local economic actors. IELD will promote local public investments that lead to women's economic empowerment and develop a pipeline of investible projects that will mobilize (primarily) domestic capital resources for women's economic empowerment at the local level.

UNCDF financing investments can be utilized to promote public and private investments targeted towards the empowerment of women and addressing the various barriers women face at the local level. The IELD Programme Manager supervises and leads IELD programme support staff, coordinates activities of the projects staff, and works in close collaboration with the operations team, programme staff in other UN Agencies, UNDP and UN Women HQ staff and Government officials, technical advisors and experts, multi-lateral and bi-lateral donors and civil society ensuring successful IELD

programme implementation.

The IELD Project Manager will report to the UNCDF Local Development Finance Practice Director on a day-to-day basis. The project manager is also accountable to the IELD Steering Committee in HQ, composed of senior representatives from UNWOMEN, UNDP and UNCDF. The IELD project manager will also receive technical guidance from the UNCDF's LDFP gender focal point in HQ.

III. Functions / Key Results Expected

Summary of key functions:

Provides technical leadership and policy advice in women's economic empowerment, local development finance and local economic development – in particular in relation to infrastructure & service provision and local economic development in Least Developed Countries;

Provides leadership in applying business development strategies, tools and intelligence, to build and maintain technical partnerships, capitalize on business opportunities and enhance resource mobilization for the IELD project;

Provides project management, quality control and supervision for the IELD project – contributing to the achievement of corporate and project objectives of the three agencies involved;

Contributes to knowledge management in the areas of women's economic empowerment including in relation to Financing For Development, the implementation of the SDGs and the development strategies of Least Developed Countries;

Provides technical support and advice to the IELD steering committee. This includes leadership in the active acquisition and sharing of business-sensitive knowledge in women's economic empowerment.

PROVIDES TECHNICAL LEADERSHIP AND POLICY ADVICE IN THE AREA OF WOMEN'S ECONOMIC EMPOWERMENT – in particular in relation to women's economic empowerment, local economic development and local governments in Least Developed Countries; This is about constructively engaging with central and local government and key stakeholders in each country. The functions include:

Maintain close working relationships and high levels of trust and support with government stakeholders in LDCs based on UNCDF's mandate and a client-based approach – led by country demand. On this basis develop and implement strategies for the rollout of the IELD project in accordance with the project document. These strategies to be based on an adaptation of the LDFP approach to country level development challenges, to be coordinated with UN Women and UNDP gender teams in the respective countries, to be aligned to National Development Plans, the Istanbul Plan of Action for LDCs and other relevant national and international policies;

Develop and maintain a pipeline of investible projects in women's economic empowerment that leverage domestic resources for productive and infrastructure investments in LDCs (together with

the LFI team at UNCDF);

Develop and maintain close working relationships with the LDFP Regional Technical Advisors and country teams of all three agencies (UNCDF, UN Women and UNDP) and ensure a client-based approach in which the IELD project is introduced on demand and in accordance with local priorities;

Support to the development of national policies in the areas of women's economic empowerment, drawing on the latest research and ideas, lessons of policy pilots and substantive dialogue with key practitioners and major international institutions;

Apply UNCDF's local development finance diagnostic tools, instruments and approaches to constructively inform and contribute to these strategies and policies, in a way that leverages UNCDF support to promote the interventions and finance of others;

Contribute to high-level debates and consultation processes at global, regional and country level related to UNCDF's work in local development finance and the work of UNDP and UN Women in Women's Economic Empowerment;

Ensure effective coordination between the three implementing agencies and other development partners at the country and global levels.

In collaboration with the LDFP focal point on Gender, and working closely with the IELD research analyst, the PM will ensure to regularly update the project approach, technical methodologies and best practices for IELD, in order to improve results and development impact on the ground.

2. PROVIDES LEADERSHIP IN APPLYING BUSINESS DEVELOPMENT STRATEGIES, tools and intelligence, to build and maintain technical partnerships, capitalize on business opportunities and mobilization resources for the IELD project. This is about proactively leading resource mobilization for the project. The functions include:

Develop and negotiate funding proposals for the IELD project both at global level and for the countries implementing the project. Build partnerships to ensure replication, scaling up and to achieve greater impact;

Increase cost-sharing opportunities for UNCDF programmes/projects;

Maintain effective technical relationships with strategic partners, including LDC and selected non-LDC governments at local and national levels, European Union Institutions, development partners, research and academic institutions, civil society and the private sector;

Dialogue and outreach to key internal and external constituencies and partners, to increase visibility and awareness of UNCDF's comparative advantages and strategic niches in women's economic empowerment within specific LDCs and selected non-LDCs;

Work closely with the LDFP focal point on Gender, liaise with the internal UN system initiatives to explore operational and implementation synergies;

Contribute through evidence and experience to the various UN frameworks and conventions including UNFCCC, COP among others.

Prepare updates, speeches, or talking points to the Practice Director, focal point on Gender, or other senior management personnel for corporate representation in major events;

Liaise closely with potential IELD implementation partners, international development actors, local governmental ministries, local governmental affiliates, among others.

3. PROVIDES TECHNICAL PROJECT OVERSIGHT, QUALITY CONTROL AND SUPERVISION for the IELD Project – contributing to the achievement of corporate and project objectives. This is about accountability for the performance, results and impact of the UNCDF Local Development Finance activities. The functions include:

Manage the IELD project that engages local governments and local actors in promoting investments in women's economic empowerment at the local level and builds on the platform and reputation of UNCDF's support to fiscal decentralization and local economic development in LDCs over a 20-year period;

Work with the UN Women, UNDP and UNCDF country team and UNCDF Regional Technical Advisor responsible for each LDC, design and support the implementation of IELD interventions;

Design and implement a strategy for introducing pipelines of investible opportunities in Women's Economic Empowerment that applies the Local Finance Initiative financing tools for infrastructure and SME finance and that bundle together separate projects with common measurable impacts. Liaise with the Local Finance Initiative project on the financing of these pipelines, preferably through domestic resource mobilization;

Exercise oversight and accountability for the contributions to, and measurement of, LDFP business plan output and outcome indicators for the IELD;

Exercise oversight and accountability for smooth running of project management, evaluations and reviews, procurement and HR, budgets, financial approvals, fiduciary controls and other programmatic and operational aspects of the project;

Exercise direct financial approval rights, HR supervision and other ATLAS functions as appropriate;

Apply UNCDF's Results Based Management approach to the IELD project;

Provide incentives for project staff and key partners to bring new technical knowledge, methodologies, best practices and innovations that can further improve IELD and women's economic empowerment;

Prepare and implement the project annual work plans and quarterly plans and ensure timely and effective delivery of the intended IELD activities as set in the appraised project document;

Perform regular progress reporting to the IELD steering committee composed of UNCDF, UNWOMEN and UNDP;

Manage and monitor the project risks initially identified and submit new risks to the IELD steering committee and development partners;

Provide financial and planning reports, to the LDFP Programme Manager upon request and when needed, for financial planning, reporting and audit purposes;

Oversee and facilitate, in collaboration with UNDP and UN Women, Request for Proposals (RFPs) in countries and oversee the selection process by conducting due diligence, short-listing and presenting recommended proposals to UNCDF Management and the IELD steering committee;

Oversee the execution of agreed milestones in Memoranda of Understanding and ensure disbursements are made on time if/when conditions are met;

Review quarterly performance reports, analyze performance and work with country and/or regional technical advisors to ensure timely intervention to keep operations on track.

4. CONTRIBUTES TO KNOWLEDGE MANAGEMENT in the areas of women's economic empowerment and associated thematic areas including in Financing For Development, the implementation of the SDGs and the development strategies of Least Developed Countries. This is about contributing to the global debate on Local Development Finance and sharing knowledge from UNCDF activities in this regard. The functions include:

Technical leadership in identifying, documenting and incorporating lessons learned with the objective of contributing to scaling up, policy influence and mainstreaming of the models developed;

Inputs to global, regional and national level publications, seminars, and conferences to highlight UNCDF support to local development;

Production and contribution to papers and other documentation of evidence and results of UNCDF interventions;

Collaboration with key partners and local development practitioners, including UNDP practices, within the region for research and development of innovative strategies and approaches to build the reputation of UNCDF as a Centre of Excellence and sharpen delivery of local development projects in order to better achieve UNCDF Business Plan objectives and LDC's SDG goals;

Development and contribution to knowledge-sharing networks on local development initiatives within the region and globally.

5. PROVIDES TECHNICAL SUPPORT AND ADVICE TO THE IELD Steering Committee on corporate initiatives and activities. This includes leadership in the active acquisition and sharing of business-sensitive knowledge in local development and local public finance. This is about supporting the leadership of the UN Women, UNDP and UNCDF on Women's Economic Empowerment and Local Development issues. The functions include:

Technical support to the development of substantive inputs into the LDFP Business Plan and the plans of UNDP and UN Women;

Active participation in retreats, LDFP Practice meetings and teleconferences;

Advice to the LDFP Director and IELD Steering Committee, including inputs into corporate presentations and reports;

Exploration of synergies with the Inclusive Finance Practice;

Advice to UNCDF Senior Management on technical issues and business development opportunities, including inputs into corporate presentations and reports;

Preparation of substantive inputs into the LDFP Business Plan and to the Results-Oriented Annual Report.

Impact of Results

The IELD project will have a major impact on the overall effectiveness and growth of UNCDF, UN Women and UNDP support to women's economic empowerment in LDCs. These include the policy impact, the leveraging of additional resources for women's economic empowerment and the indicators included in the UNCDF 2014 -2017 business plan. The performance of the Project Manager will have a major impact on the reputation of UNCDF as partner to the LDCs and as a centre of excellence in Local Development Finance. The performance will also have an impact on the three agencies efforts to collaborate in this field. Success in engaging key actors, in strategic partnerships and in joint programming of local development and public finance projects will contribute to the development goals of partner countries.

IV. Competencies

Functional Competencies:

Advocacy/Advancing A Policy-Oriented Agenda

Level 2: Analysis and creation of messages and strategies

Creates effective advocacy strategies;

Performs analysis of political situations and scenarios, and contributes to the formulation of institutional responses;

Contributes to UNCDF practice areas and builds knowledge in at least one practice areas, and shares.

Results-Based Programme Development and Management

Level 1.1: Contributing to results through provision of information

Provides information for linkages across programme activities to help identify critical points of integration;

Provides information and documentation on specific stages of projects/programme implementation;

Provides background information to identify opportunities for project development and helps drafting proposals;

Participates in the formulation of project proposals.

Building Strategic Partnerships

Level 2: Identifying and building partnerships

Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda;

Identifies needs and interventions for capacity building of counterparts, clients and potential partners;

Promotes UNDP's agenda in inter-agency meetings.

Innovation and Marketing New Approaches

Level 2: Developing new approaches

Seeks a broad range of perspectives in developing project proposals;
Identifies new approaches and promotes their use in other situations;
Creates an environment that fosters innovation and innovative thinking;
Makes the case for innovative ideas from the team with own supervisor.

Resource Mobilization

Level 2: Implementing resource mobilization strategies;

Ability to provide high quality policy advice services on related issues;
In-depth practical knowledge of inter-disciplinary development issues;
Experience in design, monitoring and evaluation of development projects.

Promoting Organizational Learning and Knowledge Sharing

Level 2: Developing tools and mechanisms

Makes the case for innovative ideas documenting successes and building them into the design of new approaches;
Identifies new approaches and strategies that promote the use of tools and mechanisms.

Job Knowledge/Technical Expertise

Level 2: In-depth knowledge of the subject-matter

Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines;
Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally;
Demonstrates comprehensive knowledge of information technology and applies it in work assignments;
Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments;
Analyzes information on potential bilateral donors and national counterparts to recommend a strategic approach;

Identifies and compiles lessons learned;

Develops a resource mobilization strategy at the country level.

Global Leadership and Advocacy for UNDP's Goals

Level 2: Analysis and creation of messages and strategies

Performed analysis of political situations and scenarios, and contributes to the formulation of institutional responses;

Uses the opportunity to bring forward and disseminate materials for global advocacy work and adapts it for use at country level.

Client Orientation

Level 2: Contributing to positive outcomes for the client

Anticipates client needs;

Works towards creating an enabling environment for a smooth relationship between the clients and service provider;

Demonstrates understanding of client's perspective;

Solicits feedback on service provision and quality.

Core Competencies:

Promoting ethics and integrity, creating organizational precedents

Building support and political acumen

Building staff competence, creating an environment of creativity and innovation

Building and promoting effective teams

Creating and promoting enabling environment for open communication

Creating an emotionally intelligent organization

Leveraging conflict in the interests of UNDP & setting standards

Sharing knowledge across the organization and building a culture of knowledge sharing and learning

Promoting learning and knowledge management/sharing is the responsibility of each staff member

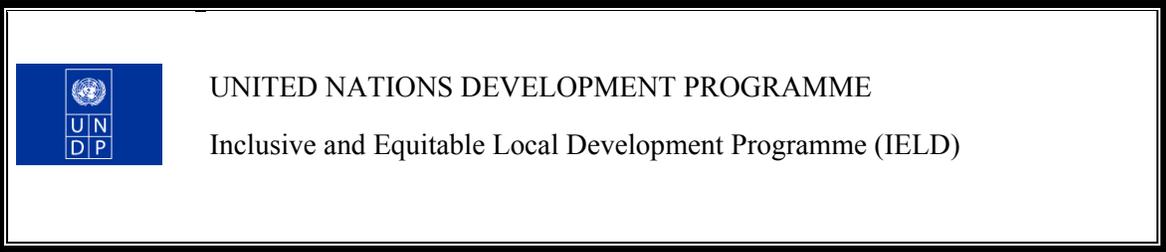
Fair and transparent decision making; calculated risk-taking

Ability to address gender equality and empowerment of women considerations in strategic and

V. Recruitment Qualifications	
Education:	Master's degree in Economics, Business, Public Finance, Public Administration, or related field.
Experience:	<p>Minimum of 7 years relevant, practical working experience in the field of international development, preferably working on local development or gender and development related interventions with proven management experience;</p> <p>Working within the context of least developed countries (LDCs) both at field level or regional or global level is considered an advantage;</p> <p>Minimum 5 years of experience (good performance) in managing UN/multi-partner projects at the global, regional or country level is a must;</p> <p>Good knowledge of local governments, development planning and capital investment programs implementation;</p> <p>Experiences with similar assignments in LDCs and developing countries is an advantage;</p> <p>Familiarity with the UN system Project management cycle and standards, Including UNDP/UNCDF's financial rules and regulations;</p> <p>Experience with new product development, testing, roll-out;</p> <p>Resource mobilization experience and record of success in reporting to and managing donor grants and reporting mechanisms;</p> <p>Ability to mainstream gender equality and empowerment of women in the programmatic and policy work of UNCDF;</p> <p>Strong programme and project management experience with emphasis on monitoring, evaluation and incorporating lessons learned into local development projects and programmes;</p> <p>Excellent organizational, inter-personal, communication and administrative skills, including solid experience in financial management;</p>

	Experience in managing a portfolio of projects in a plus; Strong financial analysis and business project appraisal skills a must.
Language Requirements:	Proficiency in English, with outstanding written and oral communication skills. Knowledge of French is an asset.

VI. Signatures- Post Description Certification		
Incumbent (if applicable)		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date



I. Post Information

Post Title: Research Analyst Post Number: Organizational Unit: UNCDF Supervisor/ Grade: IELD Project Manager P4 Post Status: (Rotational/non-Rotational) Source of Funding: Project Non-Core	Current Grade: Proposed Grade: P2 Approved Grade: Post Classified by: Classification Approved by:
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II. Organizational Context
<p>IELD is a global programme of UNCDF, UN Women and UNDP, with the aim of supporting local governments to design, plan, implement and sustain local investments that take into consideration the differentiated and specific needs and priorities of poor women and men, with a particular emphasis on unlocking barriers to women’s economic opportunities and empowerment.</p> <p>With the objective of achieving gender equality and empowerment of women as mandated by the Millennium Development Goals (MDGs) and the forthcoming Sustainable Development Goals (SDGs), the IELD programme - using its Local Economic Assessment tool (LEA) – will identify, in consultation with the local communities, the most pressing bottlenecks faced by women at the local level, and support local authorities in the LDCs to lift these barriers, by creating the enabling environment necessary to achieve and sustain inclusive and equitable socio-economic development, and to enable women’s access to local economic opportunities, entrepreneurship, and public services.</p> <p>UNCDF financing investments can be utilized to promote public and private investments targeted towards the empowerment of women and addressing the various barriers women face at the local level. Under the guidance of the LDFP Theme Leader on gender and the day to day supervision of the IELD Programme Manager, the Research Analyst is responsible for supporting the technical development of UNCDF, UN Women and UNDP’s IELD programme within the thematic/sectoral areas assigned. The Programme Analyst analyzes social and economic trends that can lead to new country programme formulations, the expansion of the knowledge content and programme interventions and the sharing of good practices at UN Women’s Gateway.</p> <p>The Research Analyst is responsible for providing technical support to the project design, designing its technical tools, drafting country level project frameworks and programme setups as well as leading on the development of knowledge tools, advocacy materials, and research that can significantly contribute to the evolving development of the global programme at the local and</p>

global level.

III. Functions / Key Results Expected

1. Summary of Key Functions:

Drafting of IELD programme strategies and ensuring implementation;

Support to the development of gender-responsive technical tools that respond to women's needs at the local level;

Support strategic partnerships and implementation of the resource mobilization strategy;

Provide technical support and services to CO and Governments, based on lessons learned from the IELD programme and facilitation of knowledge building.

2. IELD programme strategy and implementation:

Thorough analysis and research of the political, social and economic situation in the country and preparation of substantive inputs to IELD country frameworks;

Identification of local areas, in consultation with CO, for interventions of IELD activities at the local level;

Drafting programme interventions and Strategic Results Framework for the IELD programme;

Frequent follow-ups with COs and consultants to ensure adequate implementation and quality reporting on the on-going activities of IELD;

Consolidating lessons learned from the field for knowledge management; and

Identification of sources of information related to policy-driven issues. Identification and synthesis of best practices and lessons learnt directly linked to programme country policy goals;

Support to the development of gender-responsive technical tools;

Monitoring, under the supervisions of the Programme Manager, and in collaboration with UNDP and UN Women, the progress of the gender-sensitive Local Economic Assessment tool (LEA) at the local level;

Support the designing, under the supervision of the Programme Manager, country-specific gender-responsive interventions derived from the LEA to encourage local economic development, with a particular focus on addressing barriers to women's economic empowerment.

3. Strategic partnerships and implementation of the resource mobilization strategy:

Support the Programme manager and LDFP Practice in the Development of partnerships with the UN Agencies, IFI's, government institutions, bi-lateral and multi-lateral donors, private sector, civil society in the specific thematic areas based on strategic goals of UNCDF, country needs and donors' priorities;

Analysis and research of information on donors, preparation of substantive briefs on possible areas of cooperation, identification of opportunities for initiation of new projects, active contribution to the overall office effort in resource mobilization.

4. Provide technical support and services to CO and Governments, based on lessons learned from the IELD programme and facilitation of knowledge building:

Support to development of policies and institutions that will address the country problems and needs in collaboration with the Government, COs and other strategic partners;

Sound contributions to knowledge networks and communities of practice;

Support the LDFP Programme Manager in organization of trainings for the operations/ projects staff on IELD programme issues.

IV. Impact of Results

The key results have an impact on the success of IELD global and country programme within specific areas of cooperation among the three partnering agencies: UNCDF, UNDP and UN Women. In particular, the key results have an impact on the design, operation and programming of activities, creation of strategic partnerships as well as reaching resource mobilization targets.

V. Competencies and Critical Success Factors

Functional Competencies:

Advocacy/Advancing A Policy-Oriented Agenda

Level 1.2: Preparing information for advocacy

Identifies and communicates relevant information for a variety of audiences for advocating local economic development and women's economic empowerment.

Results-Based Programme Development and Implementation

Level 1.2: Contributes into results through primary research and analysis

Assesses IELD project performance to identify success factors and incorporates best practices into project work;

Researches linkages across programme activities to identify critical points of integration of IELD activities;

Monitors specific stages of IELD projects/programme implementation;

Analyzes country situation to identify opportunities for ILED project development;

Participates in the formulation of IELD project proposals and ensures substantive rigor in the design and application of proven successful approaches and drafts proposals accordingly.

Strategic Partnerships

Level 1.2: Maintaining a network of contacts

Maintains an established network of contacts for general information sharing and to remain up-to-date on partnership related issues;

Analyzes and selects materials for strengthening strategic alliances with partners and stakeholders.

Innovation and Marketing New Approaches

Level 1.2: Enhancing processes or products

Generates new ideas and proposes new, more effective ways of doing things;

Documents and analyses innovative strategies/best practices/new approaches.

Resource Mobilization

Level 1.2: Providing inputs to resource mobilization strategies

Analyzes information/databases on potential and actual donors;

Develops a database of ILED project profiles. Identifies opportunities for project proposals for presentation to donors.

Promoting Organizational Learning and Knowledge Sharing

Level 1.2: Basic research and analysis

Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things;

Documents and analyses innovative strategies and new approaches.

Job Knowledge/Technical Expertise

Level 1.2: Fundamental knowledge of own discipline

Understands and applies fundamental concepts and principles of a professional discipline or technical specialty relating to the position;

Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks;

Strives to keep job knowledge up-to-date through self-directed study and other means of learning;

Demonstrates good knowledge of information technology and applies it in work assignments;

Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments.

Global Leadership and Advocacy for UNDP's Goals

Level 1.2: Preparing information for global advocacy

Identifies and communicates relevant information for advocacy for local development and women's economic empowerment;

Identifies and takes advantage of opportunities for advocating for UNDP, UN Women, and UNCDF's mandate.

Client Orientation

Level 1.2: Establishing effective client relationships

Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion;

Organizes and prioritizes work schedule to meet client needs and deadlines;

Anticipates client needs and addresses them promptly.

Core Competencies:

Demonstrating/safeguarding ethics and integrity;

Demonstrate corporate knowledge and sound judgment;

Self-development, initiative-taking;

Acting as a team player and facilitating team work;

Facilitating and encouraging open communication in the team, communicating effectively;

Creating synergies through self-control;

Ability to mainstream gender equality and empowerment of women in the programmatic and policy work of UNCDF;

Learning and sharing knowledge and encourage the learning of others. Promoting learning and knowledge management/sharing is the responsibility of each staff member.

VI. Recruitment Qualifications	
Education:	Master's Degree or equivalent in International Relations, Public Administration, Economics, Political Sciences, Social Sciences or related field.
Experience:	<p>3 years of relevant experience at the national or international level in research and development policy-related work</p> <p>Experience working on gender equality and economic empowerment of women, poverty reduction, MDGs/ Post 2015 development agenda is a must.</p> <p>Hands-on experience in designing, monitoring and evaluation of development projects.</p> <p>Excellent writing skills in English</p> <p>Experience in drafting donor proposals, communication materials a must.</p> <p>Experience in UNDP procurement and recruitment policies is considered an advantage.</p> <p>Experience in the usage of computers and office software packages, experience in handling of web based management systems.</p>
Language Requirements:	Fluency in English is a requirement

VII. Signatures - Job Description Certification

Incumbent (if applicable)

Name

Signature

Date

Supervisor

Name

Signature

Date

Chief Division/Section

Name

Signature

Date