PROJECT PROPOSAL

A LEADERSHIP AND EMPOWERMENT PROGRAMME FOR WOMEN IN AFRICA

ECA/African Centre for Women
August 1996
INTRODUCTION

This proposal is about enhancing the effectiveness of ECA work on one of its key cross-cutting focus: promotion of women in development in Africa through: (a) direct programmes and (b) mainstreaming of gender concerns in all aspect of ECA's work programme. The rationale for focusing on gender issues in Africa is compelling. Women make up 51 per cent of the continent's population; they are also key economic agents dominating such fields as food production in most African countries. Furthermore, investing in women has unambiguously been proven, both through empirical research findings and on-ground operational experience, as the most effective means to directly and/or indirectly (through income growth) promote social and economic development in a society. Assuring the full participation of women in Africa's development must therefore be pursued by African policy-makers as a sound economic policy as well as a moral imperative.

Problems of regional concern that the ECA must address stem from globally and regionally adopted agreements, programmes and frameworks relating to gender issues and to women in development. The most recent amongst these are the African Platform for Action and the Global Platform for Action (APA and GPA). These two policy documents have identified the critical areas of concern, the strategic objectives needed to address them, the measures and actions required and the institutional arrangements necessary for the successful implementation of the Platforms for Action. The APA in particular clearly spells out the need for partnerships at all levels and at all types.

To this end, ECA is significantly expanding its gender work by creating a Leadership Fund for African Women which will emphasize the promotion of leadership of women in decision making, the economic empowerment of women, and the human and legal rights for women. The Leadership Fund will operate as an integral part of ECA's African Centre for Women (ACW). In addition, ECA will institute high-level work to promote the implementation of the Global and Regional Platform for Action and to mainstream gender in all aspects of ECA's work programme. Steps will also be taken to strengthen the in-house capacity of the Commission to operationalize the priority given to gender as a cross-cutting theme in its work programme. This will include the provision of training in gender-analysis to existing staff and the doubling of staff working in the ACW.
II. PROGRAMME COMPONENTS

II. 1. Fostering Women's Leadership Roles

In Africa, there are major differences between women's and men's access and opportunities to exert power over social, economic and political decisions. Entrenched cultural and traditional patterns and practices of governments, political parties and other power structures present real barriers to women's equal access to leadership and decision-making. Women are discouraged from seeking leading positions by discriminatory practices, lack of leadership-seeking skills, and inadequate preparation for public office. Yet, at local levels and in slowly growing numbers at higher levels, women have demonstrated considerable leadership skills.

It is a premise of this proposal that, when in power, women will be more sensitive to gender issues and will promote them more actively. While this will not always be the case, the probabilities are far higher. It is also quite possible that peace and security issues will receive higher priority by women leaders. Thus, the quality of society as a whole will likely benefit from the full participation of women in leadership roles, particularly in public policy. The Leadership Fund for Women will enable ECA to foster women's leadership roles in Africa through provision of training of leadership skills to African women in existing leadership positions as well as local candidates who have demonstrated leadership potentials in their communities. Details on the operations of the Fund in these areas are provided in Section III.

II. 2. Promoting the Economic Empowerment of Women in Africa

The fundamentals for economic empowerment of women in Africa lie in the development of women's human capital and skills through investments in human resource development and promotion of their full participation in the economic sphere. However, it is clear that the past world wide gains in the record of social service provisions and in economic progress have not translated into proportional gains for women. Similarly, women still continue to face substantial gaps in, and barriers to, access to services and assets in many parts of the developing world. There remain gender gaps in access to education and health services - female enrolment rates lag behind those of boys at all levels of the education system, and drop-out rates are persistently higher for girls than for boys in many developing countries especially at the primary education level. Maternal mortality rates continue to be staggering in many low income countries and it is not uncommon to observe cases of discrimination faced by little girls in food intake and health care continue in
household decision patterns in a few countries in South Asia and Africa. Legal and regulatory barriers, as well as cultural practices, also restrict women's access to economically productive assets. This is particularly true of land ownership and access to financial services. In some societies, land ownership is limited to men and family inheritance is passed on only to the male descendants of the family. Despite the fact that women account for a substantial portion of the agricultural labour force in Asia and Africa, many countries in these continents still have a dismal record of provision of agricultural credit and extension services to women farmers. Even with the increased role of women in the formal economy and the general recognition of their role in eradicating poverty, the participation of women in economic transformation is stifled by inadequate access to information, persistent discriminatory laws, low productivity, low level of involvement in decision-making, and by their very little participation in the shaping of national economic policy.

The economic inefficiencies and social inequities associated with the gender gaps and barriers discussed above are particularly acute in Africa. ECA can play a pivotal role in bringing the relevant issues to the attention of African policy makers and advocating for appropriate policy measures. In this regard, ECA's agenda to enhance the economic empowerment of women in Africa is focused on: (a) sensitizing African governments to the overall welfare loss and social inequities countries suffer as a result of the barriers and constraints to women; (b) advocating the adoption of national strategies to enhance women's participation in the economic transformation and development; (c) promoting best-practices on how to remove these constraints; and (d) fostering the exchange of experience and information among women economic operators in the region with a view to enhancing their skills at participating in economic decision-making. The role of ECA will be primarily of an advocacy and catalytic nature. The sensitization and advocacy role will be implemented primarily through country visits and by developing close working relationships with other UN agencies, and multilateral institutions, and bilateral donors with substantive programs for human resource development in Africa and with country experience in implementing strategies for improving women's economic participation. The Senior Regional Adviser on gender will take the lead in providing ECA advisory services and technical assistance to client countries to develop skills and strengthen institutional capacity for mainstreaming gender into national development efforts. The promotion of best practices and fostering of networking among African women will be done primarily through seminars and workshops sponsored jointly with other agencies where feasible, and through dissemination of analytical and countries studies.
II. 3. **Promoting Women’s Human and Legal Rights**

One of the major obstacles to the empowerment of women is the de-facto limitation of understanding of law as a tool for social change. The full and effective promotion of women’s rights can best occur through education and access to critical information, i.e., enhancement of legal literacy with gender perspective. The rights relate not only to legal rights, but to human rights (e.g., reproductive rights, rights to be free from violence, etc.). With knowledge of appropriate legislation, how to effect legal reforms, and how to establish legal services, ECA will attempt to foster gradual reform of the legal process in Africa with a view to promoting women’s human and economic rights. ECA will aim to support this process through: (a) the provision of training to African legal professionals, leaders of NGOs and community groups, as well as members of the media, (b) regional fora to promote dialogue on women’s legal and human rights, (c) preparation of training manuals in this area, and (d) provision of advisory services to governments on issues concerning women’s human and legal rights. Details on these activities, to be spearheaded by the Leadership Fund for Women, are elaborated under section III below.

II. 4. **Mainstreaming Gender in ECA’s Programme**

The importance that the Executive Secretary attaches to addressing gender issues as a cross-cutting theme in ECA’s work programme and the expanded capacity in the African Centre for Women provide the major impetus for mainstreaming gender in ECA’s programme. This will entail a two-pronged strategy: (i) a systematic inclusion of gender-disaggregated analysis in the context of the Commission’s analytical work programme across all sectors, to the extent that this can be supported by data availability at the country level and (ii) provision of training to equip managerial and operational staff with the analytical foundation and skills for gender analysis. The mainstreaming of gender through the Commission’s analytical work programme will be particularly pertinent to (a) underscore to African policy makers the potentially different gender outcomes that deserve attention in considering the choice of policy options available to countries and (b) strengthen the foundation for an informed deliberation of the intra-household differentiations, as well as the gender-specific welfare impacts associated with the implementation of some of these policies at the country level in Africa.

Actual implementation of this priority will require the commitment and participation of all departmental managers responsible for the Commission’s substantive programmes. All departmental managers will therefore be held accountable to ensuring that potentials for integrating gender concerns in their
work programme are fully exploited. The operational modality for this will be as follows: department managers seek upstream input from the ACW in this area by inviting ACW to comment, and offer guidance on, integrating gender concerns in all the major studies and projects being initiated in their programme areas, and ACW will be strengthened to provide technical input at the initiation stage, as well as, at the review stage of working drafts of major papers to ensure that gender considerations are appropriately taken into account in all new ECA initiatives.

The Commission will start a special training programme to ensure that its institutional image and actions, are consistent with the strong advocacy role on gender and development that it has mapped for itself. ECA will provide in-house gender training to staff at all levels to familiarize them with the skills of gender analysis in their day-to-day work. The first phase of this internal training programme will target senior managers as well as mid-level professionals. This will be expanded to include an increased number of junior professional staff over the long-run. ECA's staff training in this area will be designed to equip staff with a series of practical tool kits focused on various sectors (agriculture and water and sanitation, to begin with) that show task managers how to incorporate gender issues in development programmes and analytic reports. The training will also familiarize staff with examples of good practice drawing on the lessons of what works and what does not work based on actual experiences of countries and other organizations in this area. ECA will draw on, and seek to collaborate with, other organizations, such as ABANTU for Development, UNDP and the World Bank, that already have in place successful internal gender training programmes.

In addition, the continued role of ACW in promoting the implementation of Beijing and Regional Platforms of Action in the continent offers ECA a unique opportunity to foster the mainstreaming of gender at the national level. Similarly, it could well place ECA in a good position to also foster harmonizing of the gender work of major regional organizations (ECA, OAU, ADB) and multilateral institutions (particularly UNIFEM, UNDP, and the World Bank) in Africa.

II. 5. Promoting the Implementation of the Regional and Global Platform for Actions for African Governments

Through the above actions, ECA will be promoting the agreed regional and global plans of action to promote women. In addition, there is need for ECA to give a more direct and forceful case, at a political level, for the implementation of the Beijing and the Regional plans. ECA hopes to spearhead this effort under the leadership of Honourable Gertrude Mongella, Secretary-General of the Beijing Conference (and a citizen of Tanzania) who
has been invited to serve as distinguished fellow at ECA for a one-year period.

ECA will also monitor the implementation of the Beijing and Regional plans by African countries. To this end, ECA will instigate reporting on follow-up actions to the plans through written reports and by reporting at pertinent conferences of senior African officials.

A regional conference will be held to take stock of all the above actions by ECA and others at the regional and national levels to strategies on furthering the aims of the proposed work and the regional/global plans of action, in general.

III. LEADERSHIP FUND FOR AFRICAN WOMEN

III.1 PROJECT COMPONENT 1: FOSTERING WOMEN’S LEADERSHIP ROLE

A. BACKGROUND AND JUSTIFICATION

Women constitute 51% of Africa’s total population. They are the major contributors to the national economies through their paid and unpaid labour. It is therefore logical, fair and equitable that they should also equally share in leadership roles and in decision-making, and that they should enter and participate in all areas where leadership and decision-making are required. Skewed power relations in society hinder women from leading fulfilling lives. Such imbalance is found at many levels of society, ranging from the most personal household level to the high profile civic, public and private sector levels. Equality between men and women in leadership and decision-making provides a leverage without which women’s participation and integration in the power structures of governments would be near impossible, or at best extremely slow.

The position of women in public decision-making is a critical factor that impacts on the overall development of African countries. Public institutions with the responsibility of macro policy and economic decision-making are heavily male dominated and it is that much more difficult to create the culture needed to advance the status of women.

The Beijing Declaration incorporated four themes that cut across the twelve critical areas of concern. These four themes all have a direct bearing on the enhancement of women’s leadership in public decision-making in the African region. The four themes are:-
Empowerment of Women:
- Full and equal partnership between women and men;
- Mainstreaming women in the development process as agents as well as beneficiaries;
- Diversity of women and their situation

Two out of the twelve critical areas (F. and G.) of concern contained in the Global Platform for Action embody nearly all aspects pertaining to the enhancement of women's leadership role namely:

1. Inequality in women's access to and participation in the definition of economic structures and policies and in the productive process itself. (F)
2. Inequality between men and women in the sharing of power and decision-making at all levels. (G)

One of the strategic objectives identified by the Global Platform is to "Increase women's capacity to participate in decision-making".

In Africa, major gaps and differences exist between women's and men's access and opportunities to exert power over social, economic, and political structures of their respective societies. Women are virtually absent from high-level policy and decision-making structures in the public sector. Yet it is frequently within the framework of these policies and structures that both women and men make decisions that affect their lives, the lives of their families and their communities. Consequently, the actual development of these policies and structural frameworks have a direct impact on women's and men's access to economic resources, economic power, and ultimately the degree and extent of inequality between women and men. The empowerment and autonomy of women in public decision-making is essential for the achievement of transparent and accountable government practices and administration, as well as good governance, and sustainable development in all areas of life. Addressing the challenge, and achieving the goal of equal participation of African women and men in decision-making can provide a balance that more accurately reflects the composition of African societies.

The entrenched cultural and traditional patterns and practices of African governments, political parties and power structures present formidable barriers to women's equal access to leadership and decision-making. Women are discouraged from seeking leading positions, political leadership and key decision-making roles by discriminatory attitudes and practices, form, family and household responsibilities and prohibitive costs of seeking for, campaigning and holding high profile public offices. Women also lack negotiating skills that are crucial to obtaining and holding onto such positions.
Actions that facilitate African women's equal and active participation in leadership and decision-making not only meet the demand for simple justice and democracy, but even more important, they are a necessary condition for women's interest to be taken into account. The incorporation of the gender perspective into all levels of decision-making would lead to the accelerated attainment of the goals of equality, development and peace, as recommended in both the GPA and the APA.

Yet African women have demonstrated great potential and capacity in community leadership, in political organization and participation (as campaigners and voters) and in advocacy and mobilization work for democratization. The low proportion and representation of women in key leadership and decision-making positions at the local, national, regional and international levels reflects structural and attitudinal barriers that need to be addressed and rectified through positive measures and actions. The equitable distribution of power and decision-making at all levels is dependent on Governments, private sector and civil society structures, to mainstream a gender perspective in policy development, in training, in advocacy and in the implementation of programmes. Equality in decision-making is essential to the empowerment of women.

The Fund will provide an organizing focus. The Fund will offer fellowships for training and advisory services while being active in networking, advocacy and public information. These activities will all contribute to fostering women in leadership roles.

ECA will target special areas of decision-making where leadership by women could be of crucial importance. It will train directly and train trainers in leadership skills. It will meet with political party authorities and suggest ways that systems can benefit from recruitment and election of women. Similarly, it will meet with civil service authorities, management groups and policy-makers to give them tools (policy advice, best practices, incentive systems) to incorporate women in their areas of responsibility. Women will be trained in leadership and self-esteem skills, in electoral processes, in campaigning, advocacy for democracy, etc. Men and women will receive training in promotion of non-discriminatory working relationships and diversity in work and management. Training programmes will be organized in collaboration with the Eastern and Southern Africa Management Institute (ESAMI), other African institutes and leading international organizations.

Fellowships will be established to backstop these activities to bring to the Centre leading international experts in leadership creation.

Advocacy for women in leadership will be a feature of the work. This will be done by creating and encouraging small groups of well-placed women to advocate for an enabling environment for women in leadership roles. Such groups will collaborate on strategy and lesson sharing.
ECA will provide advisory services to key pressure points of change which can affect the prospects of women entering into leadership work.

Networking will be a significant element. Building up constituencies of African women in leadership and public decision-making roles, and sustaining their focus, activism and commitment is a critical element.

B. DEVELOPMENT OBJECTIVES

To stimulate, advocate and catalyze the empowerment and autonomy of women in Africa; to improve their political social and economic status, to contribute to the achievement of transparency and accountability in public/government administration, in civil society and the private sector in order to increase women’s capacity to participate in decision-making and leadership; and to foster sustainable development.

C. IMMEDIATE OBJECTIVES

C.1. To assist member States, IGOs, sub-regional organizations and NGOs, and to advise them on how to:-

(i) Institute measures to ensure women’s equal access to, and full participation in power structures and in decision-making.

(ii) Initiate, enact and implement policies and programmes that promote and improve the political and social integration of women, and that guarantee opportunities for their full participation in leadership roles, in power structures, and in making decisions that affect their lives and their interests.

C.2. To promote and facilitate improvement of the status of women in order to enhance their decision-making capacity at all levels and in all spheres of life, and to catalyze their participation at top decision-making levels in a wide range of organizations and institutions in the public and private sectors and in civil society.

C.3. (i) To foster the establishment of mechanisms and strategies for raising women’s political and social awareness through effective programmes of civic education and mass communication in support of women’s autonomy and heightened responsibility within political, social and cultural structures, organizations and processes.
(ii) To advocate for the increase in the number of women in public administration, politics, parliament, trade unions and in the judiciary.

D. PROGRAMME ELEMENTS

The proposed programme has six basic elements or activity areas:

i. Research and data gathering;
ii. Training activities and Distinguished Experts/Fellowship Exchange and Residence Scheme;
iii. Advocacy and public information;
iv. Advisory Services;
v. Networking;
vi. Special Events (Conference, Symposium, Workshop etc...) on Selected Themes.

E. OUTPUTS/ACTIVITIES:

E.1. RESEARCH AND DATA GATHERING

i. Identification of Women Leaders

- Undertake national and sub-regional research in order to determine criteria for identifying women leaders, for example in terms of:-

- Their activities and participation;
- Their leadership skills and qualities;
- Their professional backgrounds etc.. i.e develop indicators and profiles of women leaders based on gender-desegregated data.

ii. Identification of Critical Levels in Public, Private and Civil Society structures and organizations, where leadership by women is crucial to development such as Parliament, Civil Service, Judiciary, Private Sector and Civil Society, Local Government, etc.
iii. **Determination of measures and mechanisms necessary for the promotion of women leaders**

- Define strategies;
- Enact and reform legislation;
- Elaborate methodologies for promoting women leaders;
- Determine ways of strengthening actual and potential women leaders.

**EXPECTED GAINS**

Representative and comparative research and data gathering will be undertaken in selected countries on a sub-regional basis. Information thus acquired would provide an initial basis for building a database on African women leaders and monitoring progress of their rates of participation in power structures and decision-making.

**DURATION**

Research and data gathering activities will be undertaken throughout the 3 year project cycle as follows:

- **Year One:** 2 Sub-regional surveys
- **Year Two:** 2 Sub-regional surveys
- **Year Three:** 1 Sub-regional Surveys

**EXPERTISE REQUIRED**

Consultants and professional experts with extensive African experience related to political science, government, public administration, public relations and mass communication will be commissioned to undertake the sub-regional-based surveys.

**F.2. TRAINING/FELLOWSHIP EXCHANGE SCHEME**

Fellowship for training women leaders will be a tool for facilitating and enhancing the efforts of ACW for strengthening African women’s capacity in public decision-making. African women leaders need to be empowered through exposure to new ways of making decisions and of implementing development programmes. Training through structured courses and seminars would equip them with skills in advanced leadership and management roles.
Some specific training and training of trainers activities could include:

Leadership and self-esteem training to assist women and to encourage them to take senior leadership and decision-making positions;

Training to encourage women to participate in the electoral process, political campaigning, advocacy for democratization, etc...

Gender-sensitive training for women and men to promote non-discriminatory working relationships and diversity in work and management styles.

EXPECTED GAINS

Women involved in the training process would gain through this exposure, they would gain more confidence in themselves and in their negotiating skills, and they would become more aware of how both internal and external factors impact on their leadership and decision-making roles. Women would also become less isolated thereby enlarging their decision-making scope and power relations.

DURATION

Fellowship programme will be undertaken during the first 2-years project cycle as follows:

First Year: - One month training during the first six months
One month training during the second half of the year.

The same pattern would apply for project year one and two. The training programme will be organized by the Centre in collaboration with the Eastern and Southern Africa Management Institute (ESAMI) and other similar institutes of Administration and Management.

Resource persons within and outside the institute(s) will be identified to carry out the training.

E.3. ADVOCACY AND PUBLIC INFORMATION

Creating small groups of well-placed women to embark upon advocacy for creating an enabling environment for decision-making can be a powerful strategy that can bring lasting results. Such lobby and pressure groups can help bring about legislative and administrative reforms. The package for advocacy and public information can include inter alia dissemination of
relevant oral/written information, convening of workshops or seminars and other public fora, issuing of relevant publications (Newsletters brochures, Fact Sheets etc)

EXPECTED GAINS

Women in leadership and decision-making roles would gain enormously from such an influx of information and exchange. The creation of small group of well-placed women as a pressure group would be an instrumental tool for influencing policy and capacity building for and among women leaders. The group will also be a useful tool for resource mobilization required for the advancement of women in leadership positions.

DURATION

The advocacy and public information elements would be implemented periodically over the 3-year project cycle.

E.4. ADVISORY SERVICES

The major clientele of the ACW consists of National Machinery for Women (NMW) within the Governments of ECA member States. Regional Advisory Services are focused on these NMW’s and other identified gender focal points including NGOs, research and training institutes. Within the proposed programme, this element would enable ACW to go beyond women’s bureaux and national women’s machineries and to expand its partnerships and collaboration by facilitating the sharing of experiences, expectations and expertise with a wider constituency of African women leaders. These partnerships and advisory networks can also draw on the wider women’s movements in Africa, with a focus on their leaders. Besides NMWs and NGOs, other targeted clienteles would be IGOs and Sub-regional organizations such as COMESA, SADC, ECOWAS, UMA, etc.

DURATION

Advisory service will be organized on a sub-regional basis. ACW will identify women experts in identified critical areas of decision-making. These Experts would visit each of the five sub-regions and provide advisory services to selected top-level participants (ranging from the community, local to national leadership positions) in each sub-region. Country representation within each sub-regional advisory forum will have to be ensured. Advisory mission can take two to three weeks per sub-region per each of the 3-years of the project cycle.
E.5. NETWORKING

Building up constituencies of African women in leadership and public decision making roles, and sustaining their focus, activism and commitment is a critical element. Women have different identities based on cultural socio-economic and ideological diversity. Bridging the diversities and forging a common agenda concurrently is a daunting task. Nevertheless, women need to work with women at all levels, to raise awareness of the need for collective representation and to integrate the diversity of interest in seeking a common agenda. The coming together of women in this fashion will also ensure that there is flexibility of approach within the various cadres of women decision-makers. As women have not been conditioned to value themselves or negotiate on their own behalf, networking would be invaluable in creating a sense of self-worth in the women, and creating an awareness of their rights, responsibilities, privileges, protect and support each other.

The overall strategy of the networking would revolve around advocacy for positive measures and actions to build a critical amass of women leaders, executives and managers in strategic decision-making positions. Effective communication strategies would be necessary in order to promote public debate on the new roles of men and women in society and in the family.

DURATION

Networking would be a continuous but well planned and executed elements feeding into and drawing upon the other elements (a) to (c) of the proposed programme.

E.6. SPECIAL EVENTS

These would consist of conferences, seminars, workshops or symposia held once a year over the three years project cycle. They would be organized along thematic lines focusing on critical aspects and subjects related to women’s leadership and decision-making roles. They would draw upon women leaders from all the public and private sector, the judiciary, trade unions, grassroots movements, political parties and NGOs in selected countries etc.. Special events would also focus on highlighting good practices in women’s leadership styles and exchange of experiences.
F. **IMPACT OF PROJECT**

At the end of the project cycle it is expected that:

- A cadre of trained women leaders will be available to member of countries;
- Potential young women leaders will have been identified;
- Gender sensitive policies will be developed for use by governments private sector and NGOs for further work in developing and enhancing African women leaders capacity;
- Networking between ECA and the various partners and collaborators will have been established.

G. **INPUTS**

G.1. **ECA Input**

In addition to the various inputs by ECA, the Chief of ECA/African Centre for Women will be the Programme Manager and CTA of the Programme. One professional staff will be assigned to this component on a full time basis and all other support staff of the Centre will provide administrative as well as technical backstopping to the Programme.

G.2. **DEVELOPMENT PARTNERS**

The activities to be supported by the Development Partners under this component and their estimated costs are summarized below. The detail budget is shown in section VII of this component.

G.2.1. **Consultants/Experts/Resource Persons:** (35 W/M ) US$ 326,000

This line will be used to cover fees and travel of consultants/experts/resource persons recruited to carry out the following activities:

i) US$ 120,000 (12 W/M) is budgeted to undertake research and data gathering to build data base on African women leaders.

- Two sub-regional surveys in year one and two and one in year three will be undertaken.
ii) US$ 140,000 (15 W/M) five work months for each year has been budgeted to recruit high level women experts to provide advocacy and advisory services to selected top-level, ranging from community, local to national leadership positions on sub-regional basis.

iii) Consultant will be recruited to prepare strategy to build-up the networking. US$ 30,000 (3 W/M) will be used for this purpose.

iv) Taking into account the involvement of various donors on cost sharing bases for the financing of the Programme, coupled with specific donor's requirement for reporting and evaluation, a Programme Administrative Officer with knowledge of donors' procedures will be required to undertake these activities at the Programme level.

It is planned that his cost will be shared by the five programme components, 2 W/M per year of his time will be used towards this component (US$ 6,000 x 2 x 3 = US$ 36,000) see cf. Annex 1.

G.2.2. Administrative support: 36 W/M US$ 18,000

The project staff (consultants/experts/resource persons) will produce a number of documents and reports of seminars/workshops in the course of project implementation. It is essential that the project has adequate secretarial assistance in order to produce documents and reports on time. One bilingual secretary will be recruited for this component and the cost is estimated US$ 6,000 per year x 3 = US$ 18,000.

G.2.3. Mission Costs: US$ 185,000

Several advisory and advocacy missions will be undertaken during the life of the project and this budget will cover the cost.

G.2.4. Training: US$ 720,000

This provision will cover the cost of the following seminars, workshops, meeting and conferences:
i) Seminar on leadership and self-esteem will be organized in 1997 (US$ 70,000).

ii) Seminar and training programme to encourage women to participate in the electoral process, political campaigning, advocacy, for democratization will be held in 1998 (US$ 75,000).

iii) Gender-sensitive training for women and men to promote non-discriminatory working relationship and diversity in work and management style will be organized in 1999 (US$ 80,000).

iv) Fellowship programme (two per year for two years) will be undertaken in 1997 and 1998 (US$ 270,000).

v) Special events in the form of Conferences, seminars workshops and symposia will be held once a year over the three years project cycle (US$ 225,000).

G.2.5. Equipment: US$ 10,000

Given the magnitude of the documentation connected with the project, this budget will be used to purchase one PC to facilitate on time production of documents and reports.

G.2.6. Reporting Costs: US$ 33,300

This provision is to cover the translation and reproduction of project outputs.

G.2.7. Miscellaneous: US$ 15,565

This will cover cost of communications and other unforeseen expenses related to the project.
H. COMPONENT 1: PROJECT BUDGET

COVERING DEVELOPMENT PARTNERS CONTRIBUTION

PROJECT TITLE: FOSTERING WOMEN'S LEADERSHIP ROLE

ESTIMATED BUDGET (US $)

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III. 2. PROJECT COMPONENT 2: ECONOMIC EMPOWERMENT OF WOMEN

A. BACKGROUND

The increased role of women in the formal economy, the recognition of their role in eradicating poverty and the changes that have already occurred in women's access to education and other development assets have not been reflected in their participation in economic decision-making. Changes in the underlying structure of the economy do not automatically lead to changes in decision-making processes or structures.

The economic empowerment of women enhances their access to the participation in the definition of economic structures and policies and all forms of productive activity. Economic decision makers include entrepreneurs, executive of public bodies dealing with economic matters, professional and business organizations etc...

The Centre has established a network of national associations of business women and entrepreneurs under a regional umbrella, the African Federation of Women Entrepreneurs (AFWE) with a view to reflecting women's concerns in social and economic policies and ensuring effective empowerment of women. Through this network, and other sub-regional economic groups, the Centre stimulates private initiatives, enhances the entrepreneurial capabilities of women and promotes exchanges and intra-African trade.

The Centre has also designed with the Pan African Institute for Development - Eastern and Southern Africa (PAID - ESA), a Training Of Trainers (TOT) programme aimed at developing women's entrepreneurial and management skills and at providing women with basic knowledge of food processing technologies. This Leadership Fund will therefore enable to further enhance women's entrepreneurial activities, increase women's economic investments through: advisory services, training and promotional activities: trade fairs, study tours for exchange of experiences and market prospects: and promote the flow of information through E-mail connection with national association of women entrepreneurs.

B. OVERALL JUSTIFICATION

One of the critical areas of concern for African women as identified in both the African and Global Platforms for Action is women's poverty, insufficient food security and lack of economic empowerment.

In Africa, women contribute 70% of food production and they constitute 80% of the agricultural labour force yet they have limited access to productive resources.
Participation of women in economic transformation is still hampered by inadequate access to information and knowledge; persistent discriminatory laws; low productivity; low level of involvement in decision-making, and in the shaping up of their countries' economies.

It is therefore essential to enhance the capacity of women at decision making level to effectively improve their economic status.

The Leadership Fund will sensitize decision makers on the need to enhance women's participation in economic transformation and development, increase the exchange of experience and provide information among women economic operators. In this work, ECA will utilize networks and training centres it has established, e.g., the African Federation of Women Entrepreneurs (a network of national associations of business women) and the Pan-African Institute for Development - Eastern and Southern Africa (PAID-ESA), a trainer of trainers programme aimed at developing women's entrepreneurial and management skills. Advisory services will seek to keep women abreast of emerging issues in the sector and to ensure that women benefit from economic policies and opportunities. ECA will also foster trade fair participation by women entrepreneurs, including trade fairs just of women entrepreneurs. Two study tours will be organized in 1997 and 1999. The first one will be an opportunity to learn how women's subsistence activities can be upgraded to viable activities.

The target audience for this work will be women at decision-making levels, networks of women in business, and women entrepreneurs. Activities will be focused on the needs of these groups and of fostering women to enter into the "missing middle" of enterprise development.

This component has four basic elements or activity areas:

(i) Advisory services;
(ii) Credit scheme, training and promotional activities;
(iii) Trade fairs; and
(iv) Study tours and meetings.

### Advisory Services

Women engaged in economic activities often concentrate in the same sectors of activities thus creating stiff competition. They also lack entrepreneurs and business skills as well as information on new developments in technology and financial opportunities including credit. Their operations remain at a low level of productivity.
There is therefore absolute need to provide advisory services with a view to enhance and increase the level of women economic activities for their overall advancement and contribution to the economies of their countries.

EXPECTED GAINS

The advisory services will seek to keep women abreast of emerging issues in the sector and to ensure that women benefit from economic policies and opportunities.

The target group will be women at decision-making level, Networks of women in business and women entrepreneurs as well as women engaged in entrepreneurial activities at all levels.

DURATION

Advisory missions will be undertaken women entrepreneurs/member states.

(ii) Credit scheme, training and promotional activities

The current transformations of African economies require utilization of human potentials available on the continent. Women who represent more than half of the population have an important role to play.

However, for women potentials to be fully utilized there is need to develop their competencies and capabilities. The capacity building will be done through increase in women’s access to resources and through short-term training courses in various aspects of management, i.e, marketing, negotiation skills, entrepreneurship, leadership etc. They will be held at sub-regional and regional levels so as to promote further inter-country exchanges.

There will also be publication of promotional materials such as articles on success stories, brochures, leaflets in view to encourage private initiatives and promote intra-African trade.

It should be noted that training programmes will be conducted in collaboration with existing African training institutions.

EXPECTED GAINS

The credit scheme will increase access to credit facilities for women in countries under reconstruction.
The beneficiaries of the training programme will essentially be women operating in the business and entrepreneurship sectors with emphasis on the agricultural sector/agro-industries and manufacturing industries. They will acquire new skills and competencies in their operational activities including increased productivity.

DURATION

These short-term training courses of two weeks duration will be organized and conducted in collaboration with existing African training institutions working closely with the Centre.

iii) Trade Fairs

Increasing the economic role of women is a major challenge of the 21st Century in the advancement of women, particularly during this period of liberalization of African economies. Women need to build their capacity to take full advantage of all economic opportunities.

To this end, Trade Fairs of women entrepreneurs will be organized at regional level every two years for two weeks with a view to promoting diversification of women's investments, expanding the scope of their economic activities and ensuring market expansions and networking. The Trade Fair to be organized in 1998 will focus on productive activities.

EXPECTED GAINS

The Trade Fair will offer opportunities for intensive exchange of information at a wider level. They will also offer a platform for networking and for ensuring that women's products meet standards of the global market. The fair will at the same time encourage women to go into joint ventures. The target group will be women in business and women entrepreneurs.

DURATION

The Trade Fairs will be organized every two years for two weeks duration each.

iv) Study tours/colloquium/sub-regional meetings for the exchange of experiences

Networking among women leaders, women at decision-making level is essential for ensuring greater focus and building a common agenda. In this regard and as part of the efforts to empower women economically, study tours
will be organized for women at the top management level and for successful women and entrepreneurs with a view to increasing their skills and opportunities, transfer of skills/new technologies and promoting intra-African trade.

Two study tours will be organized in 1997 and 1999. The first one will be an opportunity to learn how Asian countries addressed the issue of poverty. The second will focus on up-grading women's activities from subsistence to viable ventures.

A colloquium and sub-regional meeting will also be organized with special emphasis on the role of women in the economic reforms and transformation.

**DURATION**

The study tours will be 10 days for fifteen women each. The first one will be undertaken in some Asian countries and it will give an opportunity to learn how they addressed the issue of poverty. This Leadership Fund is expected to cover the cost of travel and subsistence allowance for three women, from each subregion.

The colloquium and sub-regional meetings will bring together 35 participants each for five days.

C. **DEVELOPMENT OBJECTIVE:**

Enhancing women's participation in economic, financial and political decision-making and in productive activities.

D. **IMMEDIATE OBJECTIVES:**

D.1. Promote women's investments in entrepreneurial activities;
D.2. Build women's capabilities to efficiently participate in the overall economic decision-making structures and policy definition;
D.3. Enhance women's entrepreneurial activities through upgrading of business skills and competence;
D.4. Increase exchanges among women entrepreneurs through improved networking and flow of information.
E. OUTPUTS AND ACTIVITIES

E.1. SUB-COMPONENT 1: PROMOTE WOMEN’S INVESTMENTS IN ENTREPRENEURIAL ACTIVITIES

E.1.1 One Trade Fair organized every two years

- identify host country;
- agree on the theme of the Fair;
- make necessary arrangements for the Fair;
- publicize widely the event;
- conduct the Fair.

E.1.2 Credit Schemes set up in three pilot countries

- identify three pilot countries with emphasis on Least Developed Countries and countries under reconstruction;
- negotiate the scheme with local financial institutions and women's groups;
- select the local coordinator, the target groups;
- organize briefing of those participating in the scheme;
- provide the loans to selected groups and organize information sessions;
- provide advisory services on investment opportunities and efficient loan management;
- ensure follow-up and monitoring of the scheme.

E.2. SUB-COMPONENT 2: Build Women’s Capabilities to Efficiently Participate in the Overall Economic Decision-Making Structures and Policy Definition;

E.2.1 Two advisory missions per year undertaken:

- identify senior economists for participation in the advisory missions;
- consult the recipient countries on the terms of reference of the advisory missions;
- undertake the missions;
- report on the mission.
E.2.2 Two Study tours organized

- Identify and select participants;
- Contact the host countries/organizations and programme for the study tour;
- Make travel arrangements for participants;
- Organize the study tour;
- Develop follow-up activities.

E.2.3 Sub-regional meetings on issues of interest to the subregions concerned organized with particular attention to the impact of economic reforms on women and the role of women in the process of economic integration

- Select the theme for the meeting in line with priorities of the subregion;
- Identify participants and resource persons;
- Prepare working documents;
- Make arrangements for the meetings including travel arrangements;
- Conduct the meetings;
- Prepare reports of the meetings.

E.2.4 A colloquium on the impact of economic reforms on women organized

- Identify participants (senior officials in decision making position), and high calibre resource persons;
- Prepare working papers;
- Make travel arrangements for participants;
- Conduct the colloquium;
- Prepare the report and ensure its wide dissemination;


E.3.1 Sub-regional training workshops and seminars on various aspects of management organized.

- Identify collaborating training institutes;
- Design the training programme;
- Develop training materials;
- Make travel arrangements for the workshops;
- Conduct the workshops and seminars;
- Prepare the reports on seminars and disseminate them.

E.4.1 The Second edition of Who is Who Directory on African women in business

- design and circulate a questionnaire for updating the Directory;
- produce the Directory;
- reproduce and print the Directory;
- ensure its wide dissemination.

E.4.2 Advisory services provided to Associations of women entrepreneurs

- identify a senior communication officer for provision of advisory services on promotional activities;
- identify local communication specialists and link them with business associations;
- undertake advisory missions to countries;
- develop promotional materials (pamphlets, posters etc...) in consultation with the network of business communication specialists;
- ensure reproduction, printing and dissemination of the materials

F. INPUTS

F.1. ECA Input

In addition to the various inputs by ECA, the Chief of ECA/African Center for Women will be the Programme Manager and CTA of the Programme. One Professional Staff will also be assigned to this component on a full time basis and all other support staff of the Center will provide administrative as well as technical backstopping to Programme.

F.2. DEVELOPMENT PARTNERS

The activities to be supported by the Development Partners under this component and their estimated costs are summarized below. The detail budget is shown in section G of this component.
F.2.1. Consultants/Experts/Resource Persons:- (18 W/M) US$ 126,000

This line will be used to cover fees and travel of consultants/experts/resource persons recruited to carry out the following activities:-

i) A senior economist will be engaged in the advisory missions (4 W/M - US$ 30,000).


iii) Senior communication expert will be recruited to provide advisory service on promotional activities (5 W/M - US$ 40,000).

iv) Taking into account the involvement of various donors on cost-sharing bases for the financing of the Programme, coupled with specific donors' requirements for reporting and evaluation, a Programme Administrative Officer with knowledge of donor's procedures will be required to undertake these activities at the Programme level.

It is planned that his cost will be shared by the five programme components, 2 W/M per year of his time will be used towards this component (US$ 6,000 x 2 x 3 = US$ 36,000) cf. Annex 1.

F.2.2 Administrative support:- 72 W/M US$ 33,000

The project staff (consultants/experts/resource persons) will produce a number of documents and reports of seminars/workshops in the course of project implementation. It is essential that the project has adequate secretarial assistance in order to produce documents and reports on time. One bilingual secretary and one clerk will be recruited to support this component:-

i) Bilingual Secretary US$ 6,000 x 3 = US$ 18,000

ii) Clerk 5,000 x 3 = US$ 15,000

F.1.3. Mission Costs:- US$ 125,000

The following advisory and advocacy missions will be undertaken during the life of the project and this budget will cover the cost.

i) Two advisory missions per year by senior economist will be undertaken.
Advisory services will be provided to African countries and Associations of women entrepreneurs.

F.1.4 Subcontracts:- US$ 300,000

Three pilot credit schemes will be set up with emphasis on least developed countries.

F.1.5. Training:- US$ 700,000

This provision will cover the cost of the following seminars, workshops, meeting and conferences:-

i) Sub-regional meetings with particular attention to the impact of economic reforms on women and the role of women in the process of economic integration will be organized (US$ 200,000).

ii) An African trade fair will be organized in 1998 (US$ 100,000).

iii) Two study tours in 1997 and 1999 for 3 women from each sub-region for ten days will be organized (US$ 150,000).

iv) Colloquium with special emphasis on the role of women in the economic reforms and transformation will be organized (US$ 75,000).

v) Sub-regional training workshops and seminars on various aspects of management will be organized (US$ 175,000).

F.1.6. Equipment:- US$ 20,000

Two computers with printers and one photocopy machine will be purchased to facilitate project implementation.

F.1.7. Reporting Costs:- US$ 30,000

This provision is to cover the translation and reproduction of project outputs.

F.1.8. Miscellaneous:- US$ 13,000

This will cover cost of communications and other unforeseen expenses related to the project.
### G. COMPONENT 2: PROJECT BUDGET

**CONTRIBUTION OF DEVELOPMENT PARTNERS**  
(IN US$)

**PROJECT TITLE: ECONOMIC EMPOWERMENT OF WOMEN**

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III.3. PROJECT COMPONENT 3: PROMOTION OF WOMEN’S HUMAN AND LEGAL RIGHTS

A. BACKGROUND AND JUSTIFICATION

A.1. One of the major obstacles to the empowerment of women is the de-facto limitation of understanding of law as a tool for social change. The full and effective promotion of women’s rights can best occur in the enhancement of legal literacy with gender perspective through education and access to critical information. To date, several international legal instruments have been ratified by various governments with a view to safeguarding the civil, legal reproductive and work-related rights of women and to monitor the impact of cultural factors on gender relations. Yet, these instruments are hardly known by policy makers, law enforcement officers, the general public and least of all, women.

Ways and means must therefore be found of promoting women’s capacities to understand and critique the local, national and international law and the scope of their rights, as a necessary basis for asserting their rights and taking action to change limiting definitions of gender roles, status and rights in the law and in daily practice. Legal literacy is an essential component of the broader strategy of achieving social justice. The African Platform for Action: the African Common Position for the Advancement of Women as well as the Global Platform for Action articulate the importance of promoting and enforcing women’s rights as human rights as one of the critical areas of concern.

Against this background and within the framework of the proposed project, the African Centre for Women will promote legal literacy; legal reforms; the formulation of appropriate legislation in favour of women’s human and legal rights; and the establishment of legal services in the community. This will be achieved through the training of legal professionals, law enforcement agents, policy makers in government ministries, leaders of national machineries for the advancement of women, parliamentarians, leaders of NGOs and community groups and the media. Training will focus on policy and legal analysis, creation and running of accessible legal services in the community, lobbying skills, coalition building, and information dissemination for awareness creation.
A.2. In all societies, women and girls are subjected to physical, sexual and psychological violence that cuts across social, economic and class boundaries. The low socio-economic status of women can be both a cause and a consequence of violence against women.

Violence occurring in the family includes battering, sexual abuse of female children in the household, dowry-related violence, marital rape, female genital mutilation, and other harmful practices harmful to women, and violence related to exploitation. Within the community, violence against women includes rape, sexual abuse, sexual harassment, and intimidation at work, in educational institutions and elsewhere, trafficking in women and forced prostitution. There is also violence against women that is perpetrated or condoned by state e.g. torture and beating in prisons or detention without trial, rape of "enemy women" during war and conflict etc.

Acts or threats of violence instil fear and insecurity in women's lives and are obstacles to the achievement of equality, development and peace. It is a constraint to their mobility and limits their access to resources and basic socio-economic activities. It forces women into subordinate positions in relation to men. Yet, violence against women often goes unreported and therefore difficult to detect. Even when reported, it is difficult to protect the victims from the perpetrators or to even punish the latter. Violence against women is exacerbated by social pressures; women's lack of access to legal information, aid or protection; absence of laws that effectively prohibit violence against women; failure to reform existing laws, inadequate efforts on the part of public authorities to promote awareness of and enforce existing laws; and the absence of educational and other means to address the causes and consequences of violence.

It is therefore crucial to develop a holistic and multidisciplinary approach to promote communities and countries that are free of violence against women. This could be achieved through partnerships between women and men and respect for human dignity. Educational systems must promote self respect, mutual respect and cooperation between men and women. Absence of adequate gender-disaggregated data and inadequate documentation and research on the incidence of violence makes it difficult to design intervention strategies.

A.3. Promotion of Women's Human and Legal Rights will be tackled through the:

- training of legal professionals, leaders of national machineries for the advancement of women, leaders of NGOs and community groups, and the media. The stress will be on strategies to promote legal literacy among women, skills for legal and policy analysis, creation and management of community legal services, and effective packaging and information dissemination for awareness programmes.
regional fora to promote dialogue on women's legal and human rights between parliamentarians, government policy-makers, and NGO and community leaders on women's legal and human rights. The dialogue will facilitate exchange of views with regard to the gap between legal provisions and actual implementation of the laws, the contradiction between customary and modern civil laws, the need for legal reform (particularly in relation to women's personal rights), the need for new laws and other instruments to attain women's rights. This would take place in 1999.

- research studies to prepare training manuals for the promotion of legal literacy and women's legal and human rights; and

- advisory services to respond to requests by governments, NGOs, women and community groups, and others concerned with human and legal rights of women.

ECA will work in tandem with the extensive women's human rights work in Africa of the Carnegie Corporation of New York.

B. DEVELOPMENT OBJECTIVE

The long term objectives are to understand the causes and consequences of violence against women as well as to prevent and eliminate it altogether. To foster a culture of peace and mutual respect in society.

C. IMMEDIATE OBJECTIVES

The immediate objective of this proposal is:-

C.1. To produce trainers who are able to train others to promote legal literacy;
C.2. To understand the extent of the different forms of violence against women;
C.3. To understand the causes and consequences of the different forms of violence against women;
C.4. To devise strategies for introducing legal and human rights education in the curricula at primary and secondary levels with special focus on violence against women;
C.5. To sensitize the public in the rural and urban areas of a selected subregion on their legal and human rights and how they can exercise them with special focus on violence against women;
D. OUTPUTS AND ACTIVITIES

D.1 SUB-COMPONENT 1 WOMEN'S HUMAN AND LEGAL RIGHTS

TARGETS

Participants in the training seminars will include legal professionals and law enforcement staff, leaders of the national machineries responsible for the advancement of women, government officials responsible for national policy formulation, parliamentarians, leaders of NGOs, community groups and the media.

TRAINING SEMINARS

The contents of the seminars will include strategies for promoting legal literacy among women, with regard to their civil, legal, and reproductive rights: skills for legal, policy and cultural-impact analysis; lobbying skills; coalition building; creation and management of community legal services; effective packaging and information dissemination for awareness creation.

A sixth meeting, one regional forum will be organized after the five subregional training seminars to facilitate dialogue between parliamentarians, government policy makers, NGOs and community leaders on women's legal and human rights. The dialogue will facilitate exchange of views with regard to the gap between legal provisions and actual implementation of the laws, the contradictions between customary and modern civil laws, the need for legal reform particularly in relation to women’s personal rights, the need for new laws and other instruments to cover women’s rights etc. The outcome of the forum will be widely disseminated.

Five subregional training-of-trainers seminars will be organized for 30 participants from each of the 5 subregions of Africa namely Southern; Eastern, Central; Western and Northern African. Each of the subregion has approximately 10 countries. Each country will therefore have 3 participants and as such, a total of 150 people will be trained.

Fifty participants, five from each of the five subregions will participate in the regional forum.

DURATION OF THE TRAINING SEMINARS

The five subregional seminars will be organized between January 1997 to and December 1998 as follows: 3 seminars in Southern, Eastern and Central Africa in 1997 within an interval of 4 months each; 2 seminars in West and North Africa within 4 months each in 1998; and the regional forum at the
ECA headquarters in Addis Ababa, Ethiopia in the last quarter of 1998. Each seminar and the regional forum will last for five days.

D.2 SUB-COMPONENT 2 VIOLENCE AGAINST WOMEN

EXPECTED OUTPUTS

i. Suggested curricula for education on human and legal rights, and the personal and social detriments of violence against women targeted for primary and secondary levels.

ii. Sensitization campaigns and legal services with regard to violence against women and human and legal rights in the urban and rural areas of a selected subregion through the use of mobile legal clinics.

TARGETS

The targets for the educational curricula are youth at the primary and secondary levels. The mobile sensitization campaigns and legal services, on the other hand, are targeted at different communities in the urban and rural areas of a selected subregion including women's and men's groups, mixed groups such as religious and social groups etc.

ACTIVITIES RELATED TO CURRICULA ON HUMAN AND LEGAL RIGHTS

i. Hire 2 experts in human and legal rights and in education to conduct research on the state and extent of violence against women and related human and legal rights (4 months).

ii. Package the information gathered in "1" into educational curricula appropriate for teaching at primary and secondary school levels (2 months).

iii. Organize an Ad Hoc Expert Group Meeting to review the packaged material and finalize it accordingly (2 months).

iv. Present the suggested curricula to a conference of ministers of education, education specialists in primary, secondary and tertiary levels for review and approval with regard to its incorporation into the school curricula. curricula (4 months).
ACTIVITIES ON SENSITIZATION CAMPAIGNS AND MOBILE LEGAL SERVICES

i. Hire 2 experts to produce audio-visual materials appropriate for sensitization campaigns and legal counselling services on violence against women and related human and legal rights based on the research carried out above (6 months).

ii. Select a subregion and in collaboration with the existing Associations of Women in Law and Development, organize mobile sensitization campaigns and legal counselling services in selected countries (18 months).

EXPECTED IMPACT

It is expected that progress will be made towards sensitizing youth, women and the general public on the personal and social costs of violence against women. Awareness of human and legal rights and ways of enjoying them will also be increased as well as where to go for intervention when these rights are violated.

E. INPUTS

E.1. ECA Input

In addition to the various inputs by ECA, the Chief of ECA/African Centre for Women will be the Programme Manager and CTA of the Programme. One Professional Staff will also be assigned to this component on a full time basis and all other support staff of the Centre will provide administrative as well as technical backstopping to Programme.

E.2. DEVELOPMENT PARTNERS INPUT

The activities to be supported by the Development Partners under this component and their estimated costs are summarized below. The detail budget is shown in section G of this component.
E.2.1. **Consultants/Experts/Resource Persons:** (33 W/M) US$ 524,000

This line will be used to cover fees and travel of consultants/experts/resource persons recruited to carry out the following activities:

i) **Cost of 2 experts in human and legal rights and education to conduct research on the state and extent of violence against women and related human and legal rights. In addition propose educational curricula.** (@$5000.00/month each for 6 months (US$ 60,000.00).

- Travel around Africa by 2 experts for 2 months to collect data and information (US$ 20,000).

- Subsistence allowance of 2 experts for 6 months (US$ 45,000).

ii) **Cost of 2 Experts to produce sensitization kit for 6 months (US$ 300,000).**

- Subsistence allowance for the 2 Experts (US$ 45,000).

iii) **Taking into account the involvement of various donors on cost sharing bases for the financing of the Programme, coupled with specific donors’ requirement for reporting and evaluation, a Programme Administrative Officer with knowledge of donor’s procedures will be required to undertake these activities at the Programme level.**

It is planned that his cost will be shared by the five programme components, 3 W/M per year of his time will be used towards this component (US$ 6,000 x 3 x 3 = US$ 54,000) cf. Annex 1.

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E.2.2. **Administrative support:** 36 W/M US$ 18,000

The project staff (consultants/experts/resource persons) will produce a number of documents and reports of seminars/workshops in the course of project implementation. It is essential that the project has adequate secretarial assistance in order to produce documents and reports on time. One bilingual secretary will be recruited for this component (US$ 6,000 x 3 = US$ 18,000).
E.2.3. Mission Costs: US$ 277,900

This will cover the cost of advisory, sensitization and legal counselling missions in selected countries for three years.

E.2.4. Training: US$ 890,000

This provision will cover the cost of the following seminars, workshops, meeting and conferences:

i) Five sub-regional training-of-trainers seminar on promoting of legal literacy among women will be organized between January 1997 to December 1998 - 3 seminars in Southern and Central Africa; 2 seminars in West and North Africa; and the regional forum at the ECA headquarters in Addis Ababa, Ethiopia in the last quarter of 1998 (US$ 300,000).

ii) Ad Hoc Expert Group Meeting for 30 participants for 5 days (US$ 100,000);

iii) Regional conference on curricula for human and legal rights for days (US$ 290,000);

iv) Sub-regional meetings with particular attention to the impact of economic reforms on women and the role of women in the process of economic integration will be organized (US$ 200,000).

E.2.5. Reporting Costs: US$ 45,000

This provision is to cover the cost of production of the sensitization kit and legal counselling materials, the translation and reproduction of project outputs.

E.2.6. Miscellaneous: US$ 15,000

This will cover cost of communications and other unforeseen expenses related to the project.
### F. COMPONENT 3: PROJECT BUDGET

**CONTRIBUION OF DEVELOPMENT PARTNERS (IN US$)**

**PROJECT TITLE:** WOMEN'S HUMAN AND LEGAL RIGHTS

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IV. PROJECT COMPONENT 4: MAINSTEAMING GENDER IN ECA'S PROGRAMME

A. BACKGROUND AND OVERALL JUSTIFICATION

Gender refers to the socially constructed roles that are assigned to men and women on the basis of their sex. It is therefore used as a means for examining similarities and differences in the situations and conditions of women and men in a socio-economic-temporal context. The concept of gender also refers to the explanations for differences between women and men based on socially assigned roles. In Africa today, gender disparities are evident everywhere. They are characterized by such conditions as women's lack of access to productive resources, adequate social services, legal and human rights, decision-making etc. Yet, it has become increasingly evident that sustainable economic growth in Africa is dependent upon the promotion of gender parity and equity in all aspects of socio-economic development. Gender parity and equity is also a matter of social justice and at the core of the principles for democratization and good governance.

One of the most effective strategies for eliminating gender disparities is ensuring that a gender perspective is reflected in all policies and programmes related to development. This was the recommendation of the Beijing Declaration of the Global Platform for Action, the African Platform for Action, and was also reiterated in the General Assembly Resolution 50/203 on the follow-up to the Fourth World Conference on Women. The resolution called for the States, the United Nations Systems and all other actors to implement the Platform for Action by promoting an active and visible policy of mainstreaming a gender perspective at all levels as appropriate.

In addressing this paramount issue and within the context of the ECA renewal programme to serve Africa better, the Executive Secretary has articulated gender as a cross-cutting theme in the work-programme of the Commission. In this regard, it is expected that all analytical, planning, programming and advisory work of the Commission across the sectors will include gender-disaggregated analysis as an integral part of the exercise. Through appropriate training and appropriate exposure, the ECA managerial and operational staff will be equipped with skills for gender analysis and gender responsive planning, programming and implementation. This will facilitate the imparting of this knowledge to policy makers through research publications, sensitization and advisory services, particularly with regard to policy choices and their potential gender outcomes both at the macro and micro levels.

In preparation for, inter alia, the gender mainstreaming exercise, the capacity of the African Centre for Women, which will provide major technical back-up in facilitating gender mainstreaming in all the components of the ECA work programme, has been doubled from four to eight members of professional staff. The ACW staff will also be equipped with solid, updated skills for gender analysis and gender mainstreaming as well as monitoring and evaluation skills to ensure continuous gender sensitivity in development programmes. Ultimately, however, the commitment of the programme managers is central to the success of the gender mainstreaming programme.
B. DEVELOPMENT OBJECTIVE

To contribute towards a new ethic for sustainable development based on equal and active participation of women, men and youth.

C. IMMEDIATE OBJECTIVES

C.1. To ensure that a gender perspective is reflected in the ECA work programme by promoting an active and visible policy of mainstreaming gender in the individual subprogrammes of the Commission;

C.2. To build capacity among managerial and operational staff for gender analysis and gender mainstreaming in all plans, programmes and activities of the Commission;

C.3. To promote attitudinal change among all ECA staff that fosters understanding of the gender concept as a means for examining differentiations between women and men, and the gender-specific impact of these differentiations in the public and the private arena.

TARGETS

The target of the gender sensitization and training in gender mainstreaming seminars is the entire staff of ECA starting with the management followed by the operational professional staff at the senior and junior levels, and ending with the human resource management and support staff.

D. OUTPUTS AND ACTIVITIES

D.1. OUTPUTS

D.1.1. Clearly defined and categorized needs of ECA staff for training and sensitizing on gender;

D.1.2. ECA-specific training and sensitization materials on gender and gender mainstreaming;

D.1.3. An Ad Hoc Expert Group Meeting to review training and sensitization materials on gender organized;

D.1.4. All ECA staff trained and/or sensitized on gender issues and gender mainstreaming. The management, senior and ACW staff exposed through study tours to institutions with best practice in gender mainstreaming;

D.1.5. A monitoring exercise of progress made in gender mainstreaming completed and materials for a refresher course prepared;
D.1.6. Refresher courses offered to all ECA staff on gender mainstreaming and gender sensitive human resource management, based on indications from the progress;

D.1.7. A progress report prepared on the basis of the monitoring exercise and the refresher courses

D.1.8. A final report prepared on the basis of individual, programme and human resource management evaluation vis-à-vis gender mainstreaming and gender sensitivity;

D.1.9. Skills of ACW staff upgraded with regard to gender analysis, gender responsive planning, programming and implementation as well as monitoring and evaluation for gender responsiveness.

D.2. ACTIVITIES

D.2.1. Hire 4 experts in gender to carry out a needs assessment for training and sensitization of ECA staff (including managers, professional staff as well as professional and support staff in the Office of Human Resources Management) in gender mainstreaming and gender responsive human resource management (2 weeks 1997);

D.2.2. Consultants to prepare training and sensitization materials on gender based on the needs of ECA following the assessment exercise (6 weeks 1997);

D.2.3. ECA/ACW to organize and service a consultative/expert group meeting to review the training and sensitization materials prepared by the team of consultants (8 weeks 1997)

D.2.4. Training by consultants and staff of ACW/ECA in gender as a concept, gender analysis, gender mainstreaming and gender responsive human resource management according to the following groups: (1997)

* managers 2 weeks
* senior operational staff 2 weeks
* junior professional staff 2 weeks
* managers in Office of Human Resources Management (OHRM) 1 week
* professional staff in OHR 1 week
* support staff from OHRM 1 week
* report writing and consultations with regard to recommendations and follow-up with the ECA management 1 week
D.2.5. Monitoring exercise conducted by consultants in conjunction with ACW staff in order to assess progress made and current needs and to prepare materials for a refresher course accordingly (6 weeks, 1998);

D.2.6. Refresher courses organized and offered by consultants in conjunction with ACW staff, according to categories in No.3 above following the monitoring exercise (12 weeks, 1998);

D.2.7. Report on the outcome of the monitoring exercise and the refresher courses prepared and discussed with the ECA management at the highest level;

D.2.8. Evaluation of degree of success in gender mainstreaming, progress made towards gender responsive management and individual attitudinal change carried out by consultants and ACW staff (3 months, 1999);

D.2.9. Training of all 10 ACW staff on gender analysis and gender responsive planning, programming and evaluation on a staggered basis over a three year period (1997, 1998, and 1999, not to exceed a total of 40 months for all ACW staff);

D.2.10. Organized study tours to institutions with best practices in gender mainstreaming for ACW staff, senior professional staff, and management of ECA in order to facilitate transfer and application of this knowledge in the Commission.

E. DURATION OF THE PROJECT

This project is spread over a three year period, 1997, 1998 and 1999. In 1997, comprehensive needs assessment for training and sensitization will be undertaken by a team of four consultants. The consultants will subsequently prepare the necessary materials which would be reviewed by a consultative/expert group. The consultants would then carry out the initial training and sensitization exercises. Their services will therefore be required for a total of four-and-a-half months for that year. In 1998, a monitoring exercise followed by refresher courses on the implementation of gender mainstreaming in the ECA work programme will be organized for the 6 group categories. A preliminary evaluation report will be prepared and discussed with the ECA management. The whole exercise should last 12 weeks. An evaluation of the extent to which gender had been mainstreamed into the ECA work programme, and the degree of gender responsiveness in the management of human resources at the divisional as well as at the institutional level will carried out in 1999 for a period of 12 weeks. A comprehensive report will be prepared and plans for further action made according to need.
Appropriate training in gender analysis and mainstreaming of gender will be organized for all the 10 ACW staff during the 3-year time frame of the programme. While the duration of the training will depend on the knowledge level of each staff, it should not exceed 6 months for each staff.

Study tours for ACW, management and senior staff should also be staggered over the 3-year time period and the duration of each should not exceed 2 weeks at a time.

F. EXPECTED IMPACT

It is expected that at the end of the training period, the ECA staff will demonstrate a personal and practical understanding of the concept of gender through the mainstreaming of gender in the ECA work programme, gender responsive planning, programming and implementation as well as gender responsive human resource management both in the substantive divisions and at the institutional level. This, in turn, should be further demonstrated in the work of ECA with the Member States as it provides technical and advisory services. The ACW staff will be adequately equipped to play their role as technical assistants, backstopping agents, monitors and evaluators of this process of change.

G. INPUTS:

G.1. ECA Input

In addition to the various inputs by ECA, the Chief of ECA/African Centre for Women will be the Programme Manager and CTA of the Programme. One Professional Staff will also be assigned to this component on a full time basis and all other support staff of the Centre will provide administrative as well as technical backstopping to Programme.

G.2. DEVELOPMENT PARTNERS INPUT

The activities to be supported by the Development Partners under this component and their estimated costs are summarized below. The detail budget is shown in section G of this component.

G.2.1. Consultants/Experts/Resource Persons:- (48 W/M) US$ 600,000

This line will be used to cover fees and travel of consultants/experts/resource persons recruited to carry out the following activities:-

- A team of 4 consultants to carry out needs assessment for training and sensitization at ECA for:
  - To prepare training materials tailor made to suite ECA’s needs:
(b) conduct training and sensitization seminars;
(c) conduct monitoring and refresher courses;
(d) exercise and carry out the final evaluation of the success of gender mainstreaming at individual programme and human resource management levels.

For this US$ 420,000 for 42 W/M (four consultants US$ 10,000 a month each for 10 1/2 W/M each), travel for four consultants back and fourth to ECA during the period US$ 24,000 and subsistence of the consultants in Addis Ababa US$ 120,000.

Taking into account the involvement of various donors on cost sharing bases for the financing of the Programme, coupled with specific donors' requirement for reporting and evaluation, a Programme Administrative Officer with knowledge of donor's procedures will be required to undertake these activities at the Programme level.

It is planned that his cost will be shared by the five programme components, 3 W/M per year of his time will be used towards this component (US$ 6,000 x 3 x 3 = US$ 54,000) cf. Annex 1.

G.2.2. Administrative support: - 72 W/M US$ 40,000

Over the three year period, a number of reports and training materials will be produced. The training seminars will also require secretarial services in the organization and running of the sessions. It will be therefore necessary to engage 2 bilingual secretaries during the term of the project.

G.2.3 Sub-contracts: US$ 100,000

In 1997, training and sensitization materials tailor made for ECA will be produced after the comprehensive needs assessment that will be carried out by the training team. This budget line will be used for the above purpose.

G.2.4. Training: - US$ 679,000

This provision will cover the cost of the following seminars, workshops, meeting and conferences:-
i) It will be necessary to organize study tours for ECA managers, senior professionals and all ACW staff to organizations that have successfully mainstreamed gender so that they can be exposed to best practices that could be replicated at the Commission. (1998 - 1999) (US$ 284,000)

ii) The staff of ACW will require intensive and advanced training in gender analysis, gender mainstreaming in policies, plans and programs. They will therefore need to be individually released in turn for durations of 2 to 6 months depending on their levels and needs (3 years) for the life of the project. (US$ 284,000)

iii) A meeting of approximately 25 high level experts in gender issues will be invited to a five day meeting to review the training and sensitization materials that will be prepared by a team of consultants for the ECA staff during 1997: (US$ 111,000)

   (a) Travel of the participants US$ 60,000
   (b) Subsistence of participants for 7 days US$ 26,000
   (c) Interpretation and translation US$ 25,000

G.2.5 Equipment US$ 32,000

The implementation of the project will require 2 state-of-the-art computers and a heavy duty reproduction machine. The above amount will be used to purchase the above mentioned equipments. (US$ 32,000)

G.2.6 Reporting Costs:- US$ 85,000

In 1998 and 1999, comprehensive reports will be prepared based on the monitoring and the comprehensive evaluation exercises. This line will also be used to produce and translate project outputs and reports.

G.2.7 Miscellaneous:- US$ 15,000

This will cover cost of communications and other unforeseen expenses related to the project.
H. COMPONENT 4: PROJECT BUDGET

CONTRIBUTION OF DEVELOPMENT PARTNERS
(IN US$)

PROJECT TITLE: MAINSTREAMING GENDER IN ECA'S PROGRAMME

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V. PROJECT COMPONENT 5: IMPLEMENTING REGIONAL AND GLOBAL PLATFORMS FOR ACTION

A. BACKGROUND

The African Platform for Action: African Common Position for the Advancement of Women adopted at the Fifth Regional Conference in Dakar, Senegal (1994) and the Global Platform for Action adopted at the Fourth World Conference on Women in Beijing, China, September 1995 have elaborated institutional arrangements for the implementation of the Platforms for Action at the national, regional and international levels. Institutional arrangements are necessary for the successful implementation of the Platforms, as they serve as the necessary framework that is required within governmental and non-governmental structures as well as other organizations for effective and systematic implementation of the Platforms.

Although governments have the primary responsibility for the implementation of the Platforms, NGOs, subregional, regional and international organizations have also an important role to play. In this regard, and taking into account the guidelines developed for the implementation of the APA, governments are expected amongst other activities to design national plans of action for effective implementation of the Platforms taking into account national realities: mount information campaigns to sensitize policy-makers, development agents and various actors/stakeholders on the value of and need for addressing the critical areas of concerns identified in the Platforms for Action at national and sectoral plans and programmes in order to bring about gender equality and equity of outcomes within a context of sustainable development: organize gender training programmes with a view to mobilize the public, private sectors as well as the civil society around the issues of the Platforms; and to mobilize resources for the implementation of the Platforms for Action.

In order to carry out these activities amongst others and to translate the Platforms for Action into concrete actions that would benefit women, there is need for political will and commitment on the part of the government. Secondly, there is need for legal frameworks to empower National Women Machineries, Ministries and women's bureaux to function legitimately and to state a claim to budgetary resources for the discharge of their roles in the implementation process. Thirdly, national women's machineries and women
bureaux should be amongst the priority institutions whose capacities should be strengthened for effective implementation of the Platforms for Action. Fourthly, there is need for technical assistance and partnership-building.

3. JUSTIFICATION

Against this background and in the on-going renewal and strengthening process of the Commission, the main thrust and orientation of the gender programme is to facilitate and enhance the implementation of the Platforms for Action adopted in 1994 and 1995 respectively, at the regional and world conferences on women. The mandate of the Economic Commission for Africa (ECA) for this focus derives from the Global and Regional Platforms for Action.

Paragraphs 301 - 303 of the Global Platform for Action assign the following functions to the UN regional commissions respectively:

- Within their mandate, to promote and assist the pertinent national institutions in the monitoring and implementation process:

- To establish mechanisms and processes to ensure the implementation of both the Regional and Global Platforms for Action, at the regional level, in co-operation with other subregional/regional structures, NGOs, financial and research institutions and private sector; and

- To mainstream women's issues and gender perspectives within their existing mandates and activities.

At the regional level, a recent meeting of the Bureau of the Fifth Africa Regional Conference on Women, further reaffirmed the lead role of the ECA in follow-up activities after Beijing within the African region.

These mandates pose a challenge to the ECA in monitoring, reviewing and appraising the implementation of the Platforms for Action at the national, subregional and regional levels. It is a challenge because of the weaknesses of existing institutional arrangements particularly governmental machineries due to inadequate human, material and financial resources. Gender issues are
not sufficiently reflected in development plans and programmes. Similarly, information flow is inadequate and does not reach decision-makers, development agents and other actors on a timely and regular basis.

For ECA to effectively monitor the implementation of the Platforms, there is need to strengthen and improve the efficiency of both the ARCC which had been assigned the responsibility at the Regional Level and national machineries and coordination of activities as strongly stressed in the Platforms for Action. This will require the formulation of consolidated policies and outreaching programmes; designing and implementing effective plans and strategies for mainstreaming gender issues in all aspects of development programmes and in all sectoral ministries; improving availability and accessibility of data and information on women for policy and programming purposes; increasing exchanges among women leaders through networking at national, sub-regional, regional and international levels; effective and systematic monitoring of progress made in the status of women; and constitution of a well coordinated lobby for policy and legal reforms in favour of women.

In view of these renewed responsibilities, this project seeks to strengthen the capacities of national, subregional and regional machineries in order to enable them to play their leadership roles effectively and efficiently, more particularly to monitor the advancement of women in accordance with international and regional instruments that have set standards for gender equity and equality.

C. DEVELOPMENT OBJECTIVE:

Effective implementation and monitoring of the Global/Regional Platforms for Action for the Advancement of African Women.

D. IMMEDIATE OBJECTIVES:

1. To strengthen national, sub-regional and regional institutional human and material capacities for effective implementation of the Platforms for Action (including those of ARCC);

2. To build the capacity for adequate mainstreaming of gender issues at all levels;
5. To increase the flow of information and exchanges between existing information systems and networks for women:

4. To develop indicators/tools that can be used to monitor and measure changes in the status of women and to assess women's participation; e.g., in the labour force: decision-making etc...:

5. To organize and hold the 6th Regional Conference on Women for the review and appraisal of the implementation of the Platforms for Action.

E. ACTIVITIES:

1. OBJECTIVE 1: Strengthening institutional capacities:
   (National machineries/Bureaus on women)

   E.1.1. carry out a comparative study on the leadership role played by existing machineries, their adaptability to on-going structural changes, and their influence in policy formulation, planning and programming for gender and women issues with special emphasis on needs;

   E.1.2. Provide technical advisory services:

   E.1.3. Organize training in gender analysis, gender responsive planning and programming for various actors in GAD within the country and abroad.

   E.1.4. Strengthen identified machineries with senior resource staff/experts for one or two years;

   E.1.5. Provide national machineries with adequate equipment (fax and electronic mail facilities);

   E.1.6. Organize sub-regional/regional consultations/expert meetings around issues drawn from the Platforms for Action;
E.1.7. organize sub-regional committee meetings every two years to review priorities for the subregion and make necessary recommendations to the ECA legislative bodies;

E.1.8. Carry out annual assessments of progress made.

TARGETS:

Participants in training of gender analysis and planning will include top level government civil servants, policy makers, planners and women leaders in charge of national machineries. Participants for sub-regional and regional meetings will include experts, NGOs and other actors involved in gender issues for the implementation of the Platforms.

E.2. OBJECTIVE 2: Mainstreaming of gender issues:

E.2.1. Organize training in mainstreaming of gender at (national) sectoral level;

E.2.2. Organize study tours for women leaders by group of interest (parliamentarians, entrepreneurs, community leaders, etc...) at national and subregional levels for sharing information on mainstreaming of gender;

E.2.3. Invite eminent female personalities to address high level conferences/consultations on specific topics selected from the critical areas of concern:

TARGETS:

Participants for mainstreaming gender issues will include: policy makers, planners, women leaders in public and private sectors, programme officers in various ministerial sectors and programme managers/professional staff at ECA.
E.3. **OBJECTIVE 3: Increasing the flow of information:**

E.3.1. Constitute a comprehensive data bank on women at national and regional levels;

E.3.2. Develop information materials/package to sensitize judges, health workers, employers and the like;

E.3.3. Conduct information/sensitization training sessions around critical areas of concern;

E.3.4. Maintain an updated Roster of African women experts/professionals;

E.3.5. Maintain a directory of African Women’s organizations/associations;

E.3.6. Develop profiles on the status of women for each country;

E.3.7. Develop gender disaggregated statistics for gender analysis and research.

**TARGETS:**

Target groups will include: Statisticians working at the national statistics bureaux, information officers, media men and women and women in-charge of national machineries.

E.4. **OBJECTIVE 4: Developing indicators/tools for measuring changes**

E.4.1. Carry out studies for developing indicators at the national level, for each of the critical areas to be used in measuring changes in the status of women;

E.4.2. Organize training at the national/subregional levels on the use of indicators for measuring changes in the status of women.
TARGETS

Participants for the training of indicators' users will include researchers, programme officers in sectoral ministries, NGOs and other groups involved in the implementation of the Platforms.

E.5. OBJECTIVE 5: Organize and hold the 6th Regional Conference on Women to review implementation of the Platforms

E.5.1. Prepare a format for the preparation of national review and appraisal on the implementation process;

E.5.2. Provide advisory services for the review and appraisal of the implementation of the Platforms for Action;

E.5.3. Carry out a regional review and appraisal on the implementation process;

E.5.4. Organize and convene the 6th Regional Conference on Women to review progress made, obstacles encountered in the implementation process and future solutions to overcome or reduce obstacles.

TARGETS:

Advisory services to be provided to women groups involved in the implementation process, women leaders, women and men in charge of gender programmes. Participants at the Regional Conference will include women leaders, high level delegates (ministers), experts, NGOs and researchers.

F. OUTPUTS:

F.1. Strengthening institutional capacities

F.1.1. Published comparative study on existing machineries;
F.1.2. Developed training materials on Gender analysis and mainstreaming:

F.1.3. Organized training workshops/seminars/meetings/consultations:

F.1.4. Developed indicators for systematic monitoring of progress;

F.1.5. Strengthened national machineries with staff and equipment;

F.1.6. Assessed annually progress made in the status of women.

F.2. Mainstreaming of gender issues

F.2.1. Mainstreamed gender issues into all development programmes at national level;

F.2.2. Organized training in mainstreaming of gender issues;

F.3. Increasing the flow of information

F.3.1. Established information and data base on women;

F.3.2. Developed a plan for exchange of information;

F.3.3. Developed and published a Roster of African Women Experts;

F.3.4. Developed and published a directory of African Women's organizations/associations;

F.3.5. Established country profiles on the status of women.

F.4. Developed indicators

F.4.1. Developed indicators for each of the critical areas;
F.4.2. Trained experts on the use of indicators to monitor changes in the status of women:

F.5. Organizing the 6th Regional Conference on Women

F.5.1. Produced national reports as well as regional reports on the review, appraisal and assessment of progress made in the implementation of the Platforms.

F.5.2. The 6th Regional Conference organized:

INTENDED IMPACT:

The expected impact is a better understanding of the content of the Global and Regional Platforms for Action for the Advancement of Women and incorporation of relevant critical areas in all national plans and programmes. In addition, enhanced and strengthened machineries will be put in place: Women and the whole society will be sensitized and mobilized effectively; the Platforms for Action will be translated into concrete actions; and information flow and data on gender will have improved.

G. INPUTS:

G.1. ECA Input

In addition to the various inputs by ECA, the Chief of ECA/African Centre for Women will be the Programme Manager and CTA of the Programme. One Professional Staff will also be assigned to this component on a full time basis and all other support staff of the Centre will provide administrative as well as technical backstopping to Programme.
G.2. DEVELOPMENT PARTNERS INPUT

The activities to be supported by the Development Partners under this component and their estimated costs are summarized below. The detail budget is shown in section G of this component.


This line will be used to cover fees and travel of consultants/experts/resource persons recruited to carry out the following activities:

i) Cost of national consultants to prepare comparative studies on National Machineries (53 countries (53 W/M) x US$ 2,000 per country = US$ 106,000), allowance of 2 experts for 6 months (US$ 45,000).

ii) A consultant will undertake studies to develop indicators (3 W/M - US$ 40,000).

iii) Consultants will be engaged to develop training manuals/materials (6 W/M - US$ 60,000).

iv) Cost of consultant to develop information system (2 W/M - US$ 30,000)

v) Taking into account the involvement of various donors on cost sharing bases for the financing of the Programme, coupled with specific donors' requirement for reporting and evaluation, a Programme Administrative Officer with knowledge of donor's procedures will be required to undertake these activities at the Programme level.
It is planned that his cost will be shared by the five programme components. 3 W/M per year of his time will be used towards this component (US$ 6,000 x 3 x 3 = US$ 54,000) cf. Annex 1.

G.2.2. Administrative support: 36 W/M US$ 18,000

The project staff (consultants/experts/resource persons) will produce a number of documents and reports of seminars/workshops in the course of project implementation. It is essential that the project has adequate secretarial assistance in order to produce documents and reports on time. One bilingual secretary will be recruited for this component (US$ 6,000 x 3 = US$ 18,000).

G.2.3. Mission Costs: US$ 80,000

This will cover the cost of providing advisory services on mainstreaming gender, use of indicators and on planning and programming for gender.

G.2.4 Sub-contracts: US$ 100,000

The activity related to development of data bank in 5 selected countries will be undertaken under this budget line.

G.2.5. Training: US$ 950,000

This provision will cover the cost of the following seminars, workshops, meeting and conferences:

1) Five sub-regional gender analysis planning and mainstreaming training seminar will be organized in 1997 and 1998 (US$ 400,000);
ii) Two Study Tours will be organized in 1997 and 1998 for women leaders by group of interest (parliamentarians, entrepreneurs, community leaders, etc...) (US$ 200,000);

iii) One every year, three training seminars will be organized for statisticians on gender disaggregated statistical data (US$ 150,000);

iv) Regional Conference on issues drawn from the Platforms in 1999 (US$ 200,000).

G.2.6. Reporting Costs:- US$ 75,000

This provision is to cover the cost of production of the publication on the status of women, updated directory of Women Organizations and report on the review and appraisal of the implementation of the Platforms for Action.

G.2.7. Miscellaneous:- US$ 15,000

This will cover cost of communications and other unforeseen expenses related to the project.
H. COMPONENT 5: PROJECT BUDGET

CONTRIBUTION OF DEVELOPMENT PARTNERS (IN US$)

PROJECT TITLE: STRENGTHENING CAPACITY FOR THE IMPLEMENTATION OF THE GLOBAL AND REGIONAL PLATFORMS FOR ACTION

<table>
<thead>
<tr>
<th>Budget Line</th>
<th>Description</th>
<th>Development Partners Contribution in US$</th>
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<tr>
<td></td>
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<tr>
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<td>W/M US$ W/M US$ W/M US$ W/M US$</td>
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<td>54.00</td>
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<td>99.00</td>
<td>GRAND TOTAL</td>
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VI. GENERAL PROVISIONS

VI.1. INSTITUTIONAL ARRANGEMENTS

The following institutional and managerial initiatives will be implemented to support the strengthening and expansion of ECA’s gender work described in this proposal.

i) The Centre has now been placed within the Office of the Executive Secretary with a mandate to provide policy and advisory guidance to mainstream gender in all of ECA’s work programme. The Centre will also be responsible for monitoring progress in implementing in-house the gender mainstreaming agenda of the Commission. The new location of the Centre in the organizational structure of ECA will also facilitate a closer supervision of the major reforms involved in strengthening the Centre’s work.

ii) The professional staff of the Centre will be doubled over the next year from four to eight persons, despite a general down-sizing of the institution in line with retrenchments throughout the UN Secretariat.

iii) Recruitment of senior staff will be undertaken, through internal and external recruitment efforts, to fill the post of head of the Centre and to work on gender issues; the skills and analytical capability of internal staff to undertake gender analysis will be upgraded through the provision of extensive staff training; greater focus will be given to the use of fellowships, as well as, the commissioning of joint studies and development of collaborative arrangements with other organizations with substantive experience in the area of gender and development.

iv) The Centre’s work will be reoriented to give more emphasis to identifying and disseminating best practices in gender mainstreaming, to networking with a wider range of groups than had been accomplished in the past, including carrying out formal alliances to strengthen efforts, e.g. with OAU, and initiating a concerted effort to enlist male leaders as allies.

IV.2. PROJECT EVALUATION AND MONITORING

The Project will be subject to periodic reviews and evaluation in accordance with agreed policies and procedures between the Development Partners and ECA. The organization, terms of reference and timing of evaluation will be decided through consultations between the Development Partners and ECA.
IV.3. **REPORTING**

At the end of the project a final report will be prepared and submitted to the Donors.

IV.4. **DESCRIPTION AND JUSTIFICATION OF PROJECT INPUTS**

**IV.4.1. GOVERNMENTS AND INSTITUTIONS:**

i) Governments will be expected to facilitate the research and data surveys to be undertaken in their respective countries;

ii) Governments will also identify individuals and experts to participate in the anticipated seminars, workshops, meetings and training activities;

iii) Wherever feasible, Governments can contribute other materials as facilities in cash or in kind;

iv) The same would apply to the private sector and the NGOs.

**IV.4.2. ECA**

In addition to the various inputs by ECA Offices, Divisions, ECA will provide the services of 8 Professional staff and two Regional Advisors including the administrative support personnel through the African Centre for Women (ACW) to design strategies for preparation of substantive papers, training programmes, provide advisory services, assist in organizing special events and meetings and providing administrative and technical backstopping to the Programme (see Annex 1 of the consolidated budget for cost implications).

**IV.4.3. DEVELOPMENT PARTNERS**

The Development Partners (donors) will provide the following financial support to the five components of the project.
| Project Component 1: Leadership Fund for African Women |  |
|----------------|-----------------
| **Budget Line Description** | **Development Partners Contribution in US$$** |
| W/M | 1997 | 1998 | 1999 |
| Consultants | 100,000 | 100,000 | 100,000 |
| Mission Cost | 5,000 | 5,000 | 5,000 |
| Training/Meeting | 50,000 | 50,000 | 50,000 |
| Administrative Support | 10,000 | 10,000 | 10,000 |
| Consultants/Experts/Resource Persons | 80,000 | 80,000 | 80,000 |
| **TOTAL** | 235,000 | 235,000 | 235,000 |

| Project Component 2: Economic Empowerment of Women |  |
|----------------|-----------------
<p>| <strong>Budget Line Description</strong> | <strong>Development Partners Contribution in US$$</strong> |
| W/M | 1997 | 1998 | 1999 |
| Consultants | 100,000 | 100,000 | 100,000 |
| Mission Cost | 5,000 | 5,000 | 5,000 |
| Training/Meeting | 50,000 | 50,000 | 50,000 |
| Reporting Cost | 10,000 | 10,000 | 10,000 |
| Administrative Support | 10,000 | 10,000 | 10,000 |
| Consultants/Experts/Resource Persons | 80,000 | 80,000 | 80,000 |
| <strong>TOTAL</strong> | 235,000 | 235,000 | 235,000 |</p>
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**Notes:**
- All figures are in USD unless otherwise specified.
- Figures are rounded to the nearest thousand.
- The table above is a summary of financial data for a program spanning the years 1997 to 1999, detailing contributions and administration costs.
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