



United Nations
Department of Economic and Social Affairs

**Building capacities for promoting the presence and leadership of women
within public institutions at national and local levels**

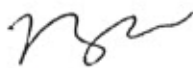
PROJECT SUMMARY

Project Title:	<i>Building capacities for promoting the presence and leadership of women within public institutions at national and local levels</i>
Start date:	<i>May 2022</i>
End date:	<i>June 2024</i>
Budget:	<i>US\$ 750,000</i>
SDG(s) addressed by the project	<i>SDG 5 (5.1, 5.4, 5.5, 5.b, 5.c); SDG 16 (16.6, 16.7, 16.b)</i>
Target countries/groups:	<i>Bhutan, Lao People's Democratic Republic, Mauritius and Senegal</i>
Partnering countries:	<i>Cambodia, Sierra Leone, Solomon Islands, Vanuatu and Zambia</i>
Executing Entity:	<i>UN DESA/ DPIDG</i>
Co-operating Entities within the UN system:	<i>ECA, ESCAP, RCOs in the respective Countries, UNDP and UN Women</i>
Other partners (e.g. Private sector, NGOs, government	<i>Selected governmental institutions at the national and subnational levels</i>

Signature

Date

Name/Title



14 March 2022

Juwang Zhu,
Director, DPIDG, UN DESA



22 APRIL 2022

Amb. STEFANO STEFANILE
DEPUTY
PERMANENT REPRESENTATIVE

EXECUTIVE SUMMARY

The objective of the project is to enhance the presence and leadership of women in public institutions at national and local levels in selected countries of the Africa and Asia regions, currently identified as Mauritius and Senegal, Bhutan and Lao People's Democratic Republic, respectively.

The initiative will enhance the capacity of the governments in the four project countries to develop and implement an action plan that prioritizes gender equality in public administration at the national and local levels and promotes women's career progression towards leadership positions in the public sector. It will also stimulate a South-South knowledge transfer and cross-fertilization by enhancing the awareness of a broader group of governments (partnering countries) on the importance to prioritize gender equality in public administration.

Direct beneficiaries include high- and mid-level government officials from ministries and governmental institutions at the national and subnational levels. Indirect beneficiaries include citizens and communities at large.

Table of Contents

I.	PROJECT BACKGROUND	6
1.1	Background	6
1.2	Link to the 2030 Agenda for Sustainable Development	7
II.	ANALYSIS	8
2.1	Problem analysis	8
2.2	Country /Regional/Sectoral level problem analysis	11
III.	PROJECT STRATEGY: OBJECTIVE, OUTCOMES, INDICATORS, MAIN OUTPUTS	17
3.1	Project Strategy	17
3.2	Innovative aspects	22
3.3	Results Framework	23
IV.	MONITORING AND EVALUATION	27
V.	MANAGEMENT AND COORDINATION AGREEMENTS	28
VI.	BUDGET	32
	Annex 1: Budget	1
	Annex 3: Proposed Countries	3

Abbreviations

CEDAW: Convention on the Elimination of All Forms of Discrimination against Women

CIO: Chief Information Officer

DPIDG: Division for Public Institutions and Digital Government

GEPA: Gender Equality in Public Administration

HLPF: High-level Political Forum on Sustainable Development

ICT: Information and Communications Technology

LDCs: Least developed countries

RCO: Resident Coordinator's Office

SIDS: Small Island Developing States

UN DESA: United Nations Department of Economic and Social Affairs

UNDP: United Nations Development Programme

UNECA: United Nations Economic Commission for Africa

UNESCAP: United Nations Economic and Social Commission for Asia and the Pacific

UNCT: UN Country Team

UNPSF: United Nations Public Service Forum

UNSDCF: United Nations Sustainable Development Cooperation Framework

VNR: Voluntary National Review

I. PROJECT BACKGROUND

1.1 Background

Gender equality is integral to all dimensions of inclusive sustainable development and is at the core of an inclusive public administration. Research shows that when women take leadership roles, governments are more responsive and more accountable.¹ The COVID-19 pandemic has evidenced the importance of inclusive public administration that addresses the needs of women and girls, especially those facing multiple forms of discrimination. An analysis of responses to the COVID-19 pandemic also shows that actions have often been faster and more attuned to social needs when women were in leadership positions.²

Despite representing almost half of the civil service around the world, women remain under-represented at all levels of public decision-making, particularly at higher hierarchical levels. In the health sector, for example, women comprise 75 per cent of the health workforce, yet they occupy only 28 per cent of health executive positions.

Representation of women in parliaments and top government leadership (ministerial level) is well covered by the literature. It is well known, for instance, that on average women hold 25.6 per cent of parliamentary seats³ and parliaments with a greater presence of women have been found to prioritize issues related to gender equality.⁴ Less known are factors affecting the participation of women in the middle and lower ranks of public administration. In general, gender-disaggregated public administration data at the subnational level are not widely available, which makes it difficult to understand the barriers to inclusive public administration across geographic areas within a country. The presence of women in public administration appears unequal across policy areas. Information technology, for example, is among the policy areas with the lowest representation of women.

Robust laws and policies backed by sufficient funds for implementation are critical for stemming negative gender equality patterns.⁵ Enhanced capacity of governments to conduct gap analysis and

¹ Quoted by UNDP, University of Pittsburgh, Gender Equality in Public Administration, 2021.

² UN DESA and UN Women, progress on the sustainable development goals the gender snapshot, 2021.

³ UN DESA and UN Women, progress on the sustainable development goals the gender snapshot, 2021.

⁴ Kinyondo, A. R. Pelizzo, A. Umar, 2015, A functionalist theory of oversight. *African Politics & Policy* 1, no. 5: 1-25; Pelizzo, R., F. Staphenurst, 2012, *Parliamentary oversight tools: A comparative analysis*, London, Routledge.

⁵ UN DESA and UN Women, progress on the sustainable development goals the gender snapshot, 2021.

develop well-resourced action plans, both at the national and local levels, is critical to promote the presence and leadership of women within public institutions.

1.2 Link to the 2030 Agenda for Sustainable Development

Gender is a cross-cutting issue in the 2030 Agenda for Sustainable Development and Sustainable Development Goal 5, in particular, calls for the achievement of gender equality and the empowerment of all women and girls. The Agenda also calls for “women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life” and “responsive, inclusive, participatory and representative decision-making at all levels”. Commitments to the equal participation of women and men in public life, decision-making and policy development were also included in the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979) and the Beijing Platform for Action (1995).

Likewise, the project promotes the implementation of SDG 16 on just, peaceful and inclusive societies, particularly targets 16.6 (Develop effective, accountable and transparent institutions at all levels) and 16.7 (Ensure responsive, inclusive, participatory and representative decision-making at all levels). Governments’ responsiveness and accountability to diverse public interests are strongly linked to gender equality and respect for diversity at all levels and in all sectors of public administration.

An inclusive public administration that is representative of the population it serves, has a broader understanding of the needs of recipients and can better shape the services it delivers to them. In turn, greater responsiveness and accountability can increase trust and confidence in public institutions. Thus, in addition to bolstering the achievement of SDG 16, gender equality in public administration is also integral to all dimensions of inclusive and sustainable development and the achievement of all the SDGs. The project will also strive to link to existing initiatives that promote capacity building around indicator 16.7.1. This indicator measures the proportions of positions in national and local institutions, including the public service, compared to national distributions, by sex, age, persons with disabilities and population groups.

II. ANALYSIS

2.1 Problem analysis

Often the largest single employer, public administration has a key responsibility to mainstream gender equality – a key element of inclusiveness and accountability in the public sector.⁶ Research shows that when women are represented at the leadership level, public administration delivers services of a significantly higher quality.⁷

Women constitute 46 per cent of public administrators worldwide.⁸ Even though, on average, gender parity among civil servants is within reach at the global level, there is substantial variation across countries and regions. The lowest share of women in public administration in the world is at 6 per cent and the highest at 77 per cent).⁹ Women constitute 30 per cent of public administrators in the 36 Least Developed Countries (LDCs) for which data is available, with the lowest share in the Democratic Republic of the Congo (7 per cent) and the highest share in Lesotho and Myanmar (59 per cent).¹⁰ The average of women's public administration positions in the 29 Small Island Developing States (SIDS) for which data is available is 44 per cent, with the lowest share in the Solomon Islands (27 per cent) and the highest share in Antigua and Barbuda (61 per cent).¹¹

There is not enough information to assess whether representation in public administration includes women who face varying and intersecting forms of exclusion and marginalization, including those with disabilities; racial and ethnic minorities and indigenous peoples; and those who face discrimination based on their sexual orientation, gender identity and/or age.

Women are under-represented at all levels of public decision-making, particularly at higher hierarchical levels. On average, they hold 38 per cent of managerial and just 31 per cent of top leadership positions. As the level of decision-making power and influence increases, women's involvement in decision-making declines.

Likewise, women's representation at the subnational levels of government differs among and within countries. In some contexts, women participate at higher levels in subnational than in central public

⁶ UNDP, University of Pittsburgh, Gender Equality in Public Administration, 2021.

⁷ Ibidem.

⁸ Ibidem.

⁹ Ibidem.

¹⁰ Extrapolation of data from UNDP, University of Pittsburgh, Gender Equality in Public Administration, 2021

¹¹ Extrapolation of data from UNDP, University of Pittsburgh, Gender Equality in Public Administration, 2021

administration. Yet less than one third (32 per cent)¹² of countries are at or near gender parity at the subnational level.

As mentioned in the background section, there is an unequal presence of women in public administration particularly in some policy areas. For example, women hold only 33 per cent of positions in the field of information technology.¹³ This low presence is compounded by the digital gender gap that may leave many women unprepared for the future and for taking public sector appointments. An analysis of questionnaires submitted by the United Nations Member States in preparation for the United Nations Department of Economic and Social Affairs (UN DESA) 2020 E-government survey, shows that only in 11 out of 69 countries (i.e. 16 per cent) which have a Chief Information Officer,¹⁴ do women hold such position.

Many developing countries, particularly LDCs and SIDS, need capacity-building to develop and implement action plans that prioritize gender equality in public administration at the national and local levels and promote women's career progression towards leadership positions in the public sector. Action plans need to identify target areas for improvement and the policies and resources required for catalyzing change. Policies may include specific temporary special measures (quotas, etc.), targeted recruitment and promotion with earmarked training budgets for on-the-job professional development and leadership building targeting women. Action plans may need to leverage measures to bridge digital divides affecting women in the targeted countries and promote women's leadership and contribution to shaping the development of e-government strategies.

Developing such plans hinges on identifying an analytical framework to be used as a reference. Since 2011, UNDP has been implementing the Gender Equality in Public Administration (GEPA) initiative with a robust methodology to support women's empowerment and expanded participation and leadership in public institutions. Still, practitioners highlight the need for an in-depth global review of existing legislation and policies that have proven effective in promoting women's access to leadership positions in public administration and an analysis of good practices in this regard. The review should include strategies and policies for achieving gender equality at all levels of public administration (for instance, gender parity targets and other HR policies). Broader social norms, legal frameworks and policies that impact women's access to leadership positions (including, for example, measures to promote women's access to higher education and training and to reduce the digital gender gap) will also need to be included in the review.

¹² UNDP, University of Pittsburgh, Gender Equality in Public Administration, 2021.

¹³ *Ibidem*.

¹⁴ A Chief Information Officer (CIO) is the most senior technology executive inside an organization.

Some countries also need capacity-building to conduct an in-depth review of norms¹⁵ and practices and to assess whether the human resources policies of public agencies promote gender-sensitive recruitment, retention and promotion of women, among others. Country reviews need to analyze existing policies on work-life balance, parental leave and childcare benefits and how those are implemented in practice to ascertain their conduciveness to building an equitable, diverse and inclusive public administration.

Another aspect of the country reviews entails assessing how organizational arrangements are affected by gender norms and stereotypes that hamper the selection of women candidates and pose obstacles to their career progression. Likewise, performance evaluations may reveal the extent to which public organizations implement gender equality policies and whether women's careers are held back by direct or indirect gender discrimination. Differing degrees of prioritization of women's participation and gender empowerment between national and subnational public institutions would also need to be examined to identify specific challenges and remedial action. For example, national reviews could include an assessment of the extent to which a lack of a higher education title¹⁶ is a barrier to women's promotion or whether career advancement affects women that have obtained the same qualifications as men.

Several countries also need support in accessing training resources and materials and targeted capacity-building for addressing gaps identified in the national reviews. Peer exchanges and peer learning within a South-South and triangular support framework could help to build capacity, support collaboration and help to create practitioners' networks among countries.

Finally, some countries need support to establish mechanisms that allow public institutions to track the progress they make towards gender equality at national and local levels. Doing so requires tapping into other existing initiatives that enhance the production of high-quality and up-to-date data and statistics to track progress on women's presence and leadership.

¹⁵ Constitutional provisions, national legislation, policies and their implementation will be reviewed to understand whether they prioritize gender equality and the empowerment of women within public agencies. Public administration codes of conduct and their implementation will be reviewed to assess whether they include provisions on the observance of gender equality and non-discrimination in the workplace.

¹⁶ The requirement of a university degree for entry or decision-making positions may be a barrier especially where traditional cultural attitudes undervalue the education of women and girls.

2.2 Country /Regional/Sectoral level problem analysis

The project will enhance the capacity of the governments in four countries to develop and implement an action plan that prioritizes gender equality in public administration at the national and local levels and promote women’s career progression towards leadership positions in the public sector. The resources available allow funding a full-scale of project actions only in four counties. However, five countries, labeled “partnering countries” will benefit from experience exchange within a South-South and triangular support framework.

Partnering countries will not receive project funding to enhance their capacity to develop action plans to advance women’s representation and access to decision-making roles in the public sector. However, government focal points in these countries will be invited to attend remotely all hybrid meetings organized by the project. Selected representatives from partnering countries will also be invited to share their good practice¹⁷ and peer review the action plans drafted by project countries. The inclusion of representatives from partnering countries will extend the project’s reach to a broader group of governments and enhance their awareness to prioritize gender equality in the public sector. This approach contributes to the development of robust action plans in the project countries. It can also promote innovative partnerships with a South-South collaboration perspective and the creation of a community of practice on gender equality in public administration between project and partnering countries, particularly those belonging to the same region.

A provisional list of four project and five partnering countries was identified among the 193 United Nations Member States as indicated in Table 1 below.

Table 1 – Proposed project and partnering countries

	Africa:	Asia:
Project countries	Mauritius Senegal	Bhutan Lao PDR
Partnering countries	Sierra Leone and Zambia	Cambodia
		Oceania:
Partnering countries		Solomon Islands and Vanuatu

¹⁷ For example, in the Solomon Islands Members of parliament agreed in 2019 on an action plan to ‘promote women’s leadership and decision-making positions in the public service’, Solomon Islands VNR report 2020, p.41.

Project countries were identified through a thorough desk review based on a pre-determined set of criteria to ascertain their eligibility for this project (please see Annex 3 for more detailed information). Initially, the Division of Public Institutions and Digital Government of the UN Department of Economic and Social Affairs (UN DESA/DPIDG) considered a pool of 87 countries as potential beneficiaries of the project. These included 46 LDCs, 38 SIDS (including eight countries that are both LDCs and SIDS) and additional eleven countries and a territory that are prioritized by the Government of Italy.¹⁸ From this pool, 32 countries and one territory did not meet the criteria of having a Fragile State Index¹⁹ below 85. Of the remaining 55, five countries were excluded for not being either LDCs or SIDS²⁰; 16 for having a presence of women in public administration above 46 per cent (world average)²¹ and one country²² for having a percentage of women in senior management positions above the world average of 30. Of the remaining 33, ten countries were excluded for having a decentralization index below zero.²³ Among the 23 remaining countries, four²⁴ have not yet submitted a voluntary national review (VNR) report to the High-level Political Forum on Sustainable Development (HLPF). The VNRs of the remaining 19 countries were screened to assess whether gender equality in public administration was identified as an area of challenge. This was considered as a key factor for determining the potential need for building capacities to promote the presence and leadership of women within public institutions. Five countries²⁵ did not indicate gender equality in public administration as an area either of concern or need in their VNRs. Of the remaining pool of 14, five countries' VNRs²⁶ referred only to women's political representation while

¹⁸ In addition to those already listed under LDCs and SIDS (Afghanistan, Burkina Faso, Cuba, Ethiopia, Mozambique, Myanmar, Niger, Senegal, Somalia, South Sudan and Sudan) Albania, Bosnia, El Salvador, Jordan, Kenya, Iraq, Lebanon, Egypt, Pakistan, Palestine, and Tunisia are listed among the priority countries according to the website of the Italian Agency for Development Cooperation; see <https://www.aics.gov.it/home-ita/paesipaesi-prioritari/>.

¹⁹ Based on the United States think tank Fund for Peace definition, a fragile state's "central government is so weak or ineffective that it has little practical control over much of its territory; non-provision of public services; widespread corruption and criminality; refugees and involuntary movement of populations; and sharp economic decline".

²⁰ Albania, Bosnia, Jordan, El Salvador and Tunisia.

²¹ Antigua and Barbuda, Bahamas, Bahrain, Barbados, Belize, Cabo Verde, Grenada, Jamaica, Lesotho, Maldives, Samoa, Seychelles, Singapore, St. Kitts and Nevis, St. Lucia and St. Vincent and the Grenadines.

²² Dominican Republic.

²³ Comoros, Djibouti, Dominica, Fiji, Gambia, Guyana, São Tomé and Príncipe, Suriname, Timor Leste and Trinidad and Tobago. Data on the index were collected both by the World Bank in 2012 and Harvard in 2014. Both sets were used during the desk review. Having a decentralization index above zero was considered a desirable criterion since the project intends to enhance capacities both at the national and local levels.

²⁴ Kiribati, Malawi, Nauru and Tuvalu.

²⁵ Cuba, Federated States of Micronesia, Madagascar, Marshall Islands and Nepal.

²⁶ Benin, Palau, Papua New Guinea, Tanzania and Tonga.

the insufficient statistical information on women’s presence in public administration did not allow an assessment of their need for support by this project.

The remaining nine were considered as potential target countries for the project as they met all the selection criteria (see Table 2 and Annex 3). Table 2 below provides an overview of the criteria used to select the project and partnering countries.

Table 2 – Overview of criteria for selecting the project countries

	Criteria	Rationale
1.	Geographic coverage and the level of country development.	Preference would be given to least developed countries (LDCs), particularly in Africa, and small island developing states (SIDS).
2.	Below average presence of women in public administration leadership at the national level.	This is a key indicator of priority for this initiative.
3.	Low proportion of women in public administration at the local level or a sizable discrepancy between the national and local levels.	Low or imbalanced representation is evidence of bottlenecks for women’s access to public administration positions.
4.	Low presence of women, particularly at top leadership levels, in traditionally male-dominated policy areas (underrepresentation of women in ICT, as Chief Information Officers).	Complement to general indicators of the gender gap.
5.	Country already being supported by UN DESA initiatives to build capacity in other areas such as gender equality (e.g. African countries) and governance or digital government (e.g. Bhutan, and Lao PDR).	Allows synergies with existing initiatives and ongoing action and partnerships as part of the UN cooperation framework in the selected country.
6.	Country reporting on challenges to increasing the number of women in public administration in VNRs.	Country identifies this area as a challenge.
7.	Gender equality and women empowerment objectives included in the United Nations Sustainable Development Cooperation Framework (UNSDCF).	UNSDCF commitments allow to leverage partnerships and enhance sustainability prospects.
8.	Level of decentralization.	Desirable criterion if the initiative intends to enhance capacities both at the national and

		local levels.
9.	Fragile State Index 2021 index below the threshold (below 85 according to the of the United States think tank Fund for Peace).	Exclusion of countries where the central government is weak or ineffective; has little practical control over much of its territory; does not provide basic public services; or has widespread corruption and criminality, etc.
10.	Country reporting priority and need in a DPIDG survey.	Country identifies this area as a priority and indicates need for support on capacity-building

Bhutan, Lao People’s Democratic Republic, Mauritius and Senegal have been identified as the project countries. Table 3 below provides an overview of the representation of women in the public administration in each country as well as the expected outcome at the end of project.

UN DESA/DPIDG’s desk review for this proposal (based on UNDP data) unveiled that only 38 per cent of women are employed in the public administration in Bhutan - well below the world average of 46 per cent. According to 2021 VNR²⁷ women's representation in decision-making remains low in the country (10 per cent at executive levels in the civil service; 11.6 per cent at the local government level; and 15.3 per cent in Parliament). Likewise, the presence of women in (middle) management positions is below-average (29 per cent). Bhutan also has a low proportion of women in public administration at the local level. The country does not have a woman as Chief Information Officer (CIO) - which may point to a gender gap in the leadership of the traditionally male-dominated policy area of information and communications technology (ICT).

The 2021 VNR of the Lao People’s Democratic Republic reports a high presence of women in the national parliament. Yet, despite women being represented at about 45 per cent of the total civil servants in 2018, the proportion of women among the top civil service administrative positions and in other decision-making institutions are reportedly both low particularly at the Director-General level (17 per cent).²⁸ Less senior decision-making levels - including those of Deputy Director-General and Head of Division - have a slightly lower disparity (19 and 24 per cent respectively) which indicates an inverse relationship between seniority and women’s participation in decision-making.²⁹ Also the Lao People’s Democratic Republic does not have a woman as CIO.

²⁷ Bhutan 2021 VNR Report, p. 24

²⁸ Lao PDR 2021 VNR Report, pp. 47-49.

²⁹ Ibidem.

UN DESA/DPIDG’s desk review (based on UNDP data) identified that only 29 per cent of women are employed in the public administration in Mauritius - well below the world average of 46 per cent. No data is available on the percentage of women in top leadership positions in public administration. Women hold 29 per cent of senior management positions while their presence in management positions is much higher (41 per cent).³⁰ According to the 2019 VNR report, out of the 68 elected members of Parliament, only eight are women (i.e. 11.8 per cent).³¹ Like in the previous two project countries, Mauritius does not have a woman as CIO.

According to the 2018 VNR report, women in the public administration represent “only a small portion of the strategic staff that make up ministerial cabinets”³² in Senegal. Women’s presence remains more prominent in the support (46 per cent) and secretarial (80 per cent) functions. The country has a low proportion of women in public administration at the local level. Senegal’s response to a needs assessment survey conducted by UN DESA/DPIDG in December 2021, did not reveal any measures that facilitate women’s access to public sector positions (e.g. work-life balance, parental leave or reduction of care responsibilities) or action plans that prioritize gender parity in public administration.

UN DESA/DPIDG has discussed with UNDP and UN Women, among others, the demand for support in the above four project countries. Officials from these entities confirmed the findings of the desk review regarding the countries' need for support to promote gender equality in public administration. Demand will be further explored through fact-finding exchanges with United Nations Country Teams.

Table 3 – Overview of issues to be addressed and the expected outcomes

Description of the Issues to be addressed	Status of affairs (baseline)	Realistic Outcomes
1. Bhutan	<p>Only 38 per cent of women are employed in the public administration (well below the world average of 46 per cent).</p> <p>Women's representation in decision-making remains low in the country -10 per cent at executive levels in the civil service; 11.6 per cent at the local government level.</p> <p>The presence of women in (middle) management positions is below-average</p>	

³⁰ UNDP, University of Pittsburgh, Gender Equality in Public Administration, 2021.

³¹ Mauritius 2019 VNR report, p. 44.

³² Seven per cent are at the Secretary-General level, 14 per cent at the Director of Cabinet-level, ten per cent of the Chief of Staff and 20 per cent of the Technical Advisor function; Senegal 2018 VNR report p. 50.

	<p>(29 per cent).</p> <p>There is a low proportion of women in public administration at the local level.</p>	
2. Lao People's Democratic Republic	<p>According to national data, women represented about 45 per cent of the total civil servants (close to the world average of 45 per cent) in 2018.</p> <p>Yet, women hold only 17 per cent of the Director-General positions (top civil service administrative positions). Less senior decision-making levels - including those of Deputy Director-General and Head of Division - have a slightly lower disparity (19 and 24 per cent respectively) which indicates an inverse relationship between seniority and women's participation in decision-making.</p> <p>No information is available on women's representation at the local level of government.</p>	<p>Enhanced capacity of governments to develop and implement action plans that prioritize gender parity in public administration at the national and local levels.</p> <p>The action plans will be based on an in-country gap analysis of bottlenecks to women's access to public sector positions, particularly at the leadership level (please refer to Activity 1.4 below).</p>
3. Mauritius	<p>Only 29 per cent of women are employed in the public administration (well below the world average of 46 per cent).</p> <p>Women hold 29 per cent of senior management positions in public administration while their presence in management positions is much higher (41 per cent).</p> <p>No data is available on the percentage of women in top leadership positions or at the local government level</p>	
4. Senegal	<p>According to UNDP data, only 25 per cent of women are employed in the public administration (well below the world average of 46 per cent).</p> <p>UNDP data indicates that women hold 16 per cent of management positions in public administration. Women's presence remains more prominent in the support (46 per cent) and secretarial (80 per cent) functions.</p> <p>There is a low proportion of women in public administration at the local level.</p>	

Cambodia, Sierra Leone, Solomon Islands, Vanuatu and Zambia were identified as partnering countries for this project. Similar to the project countries, the presence of women in public administration in these

five countries is below average and gender equality in public administration was identified as an area of challenge in each country's VNR. Partnering countries that have contributed to the successful implementation of project activities could be considered for direct support in the future after the completion of this initiative.

III. PROJECT STRATEGY: OBJECTIVE, OUTCOMES, INDICATORS, MAIN OUTPUTS

3.1 Project Strategy

The initiative will leverage on current actions undertaken by UN DESA in support of the four project countries. In Bhutan and the Lao People's Democratic Republic, UN DESA is already a signatory of the United Nations Sustainable Development Cooperation Framework (UNSDCF). The Department is currently supporting integrated recovery planning and policy coherence in light of the COVID-19 pandemic in Mauritius. The Resident Coordinator is also requesting further UN DESA support to inform long-term planning process to increase Mauritius' resilience to respond to current and future shocks.³³ Senegal has expressed the need for UN DESA's support on capacity-building for the promotion of women's presence and leadership within public institutions.³⁴ The Common Country Assessment of Senegal of 2022 notes that despite the adoption of the law on parity in 2010, women face many obstacles to integrating into the highest levels of government, administration or the civil service, and makes recommendations for this to be addressed by extending the law on parity to include the participation of women in public administration of the government.³⁵

The project outcomes, outputs and activities will be coherent with UN country teams frameworks. In Bhutan, for instance, outcome three of the UN country team action in the field of governance refers to "supporting the achievement of gender-equal elective offices and promoting women's participation at decision-making levels", among others.³⁶

To contribute to the overall objective to strengthen the capacities of Bhutan and Lao People's Democratic Republic, Mauritius and Senegal to enhance the women's representation and access to decision-making roles at national and local levels, the project will have two expected outcomes: (i) enhanced capacity of governments in the project countries to develop and implement action plans that prioritize gender parity in public administration at the national and local levels; and (ii) enhanced

³³ UN DESA also considers providing further support on INFF and SIDS-to-SIDS cooperation.

³⁴ Survey conducted by UN DESA in December 2021. The respondent was Ms. Aminata Touré, Former Prime minister of Senegal.

³⁵ The UNCT draft Common Country Assessment of Senegal, pending finalization 2022 (p. 9-10).

³⁶ UN Bhutan Annual Results Report 2020 (p. 12).

awareness and understanding of government officials in partnering countries on the importance of and how to prioritize gender equality in public administration.

To achieve the above-mentioned outcomes, the project team will implement the following main activities:

Activity 1.1

a) Carry out an in-depth global review of existing laws and organizational policies that have proven effective in promoting enhanced women's representation and access to decision-making roles at national and local levels. The scope of the review will encompass both strategies and policies relevant to the achievement of gender equality at all levels of public administration (for instance, gender parity targets and other human resource policies) and broader social norms, legal frameworks and policies that impact women's access to leadership positions (including, for example, measures to promote women's access to higher education and training and to reduce the digital gender gap). The global review will include an analysis of the work of the Committee on the Elimination of Discrimination against Women and the Human Rights Committee, and Voluntary National Reviews (VNRs) among others

b) Undertake a comprehensive analysis of good practices, including country cases that won the United Nations Public Service Awards in the "gender" category over the years, the United Nations Sustainable Development Group knowledge portal on gender equality, reports of the treaty bodies of the United Nations system, and other analyses conducted by academia and civil society, among others.

The outputs of the review will be a) an analytical framework to be used for the national in-depth reviews (see A 1.3 below), and b) a compilation of good practices on how public administration around the world promotes the presence and leadership of women at national and local levels. Two international consultants will carry out the global review and produce the analytical review framework and the compilation of good practices on gender equality in public administration (1 work month per consultant including the presentation of findings as per output 1.3 - Q2 and Q3, 2022).

Activity 1.2

Train national consultants from project countries on the analytical framework to be used for the national in-depth reviews (see A 1.4 below). One international consultant identified for the implementation of Activity 1.1. will conduct a virtual training of the four national consultants. The UN DESA project team will also participate in this training activity. Relevant staff from the Resident Coordinator's Office (RCO) and UN Country Team (UNCT) will be invited to attend remotely.

One international consultant (see A 1.1) to conduct the training in a virtual format. Four national consultants will attend the training. (Q3, 2022)

Activity 1.3

Organize a two-day global workshop in a hybrid format to present to a mix of 20-40 central and local government officials (in both project and partnering countries) and validate the findings of the global

review (A 1.1). The workshop will acquaint participants with the analytical framework to be used for the national in-depth reviews and the compilation of good practices (outputs of A 1.1) and encourage substantive feedback on how the review framework will serve as a benchmark for the national self-assessment. Officials from project countries will be sponsored for their in-person participation. Officials from partner countries that have already undertaken actions to promote gender parity in public administration will be invited to share their experiences at the workshop. Officials of partner countries that intend to advance women's representation and access to decision-making roles in the public sector will be invited to attend remotely (or as self-funded participants) to benefit from experience exchange within a South-South and triangular support framework. Thus this activity is also a means to achieve outcome 2 as **Activity 2.1**.

The UN DESA project team (the project focal point and 2 staff members) will manage and moderate the global workshop. Two international consultants (see A 1.1) will present the review framework and best practices. National consultants will also participate in the workshop. Relevant staff from the RCO and UNCT will be invited to attend remotely. (Q3, 2022)

Activity 1.4

Carry out an in-depth review of norms³⁷ and practices and gap analysis in the project countries based on the analytical review framework (see outputs of A 1.1). National reviews will assess whether human resources policies promote gender-sensitive recruitment, retention and promotion of women. They will also analyze existing policies on work-life balance, parental leave and childcare benefits and how those are implemented in practice to ascertain their conduciveness to building an equitable, diverse and inclusive public administration. Organizational aspects will also be examined to analyze which gender norms and stereotypes hamper the selection of women candidates and pose obstacles to their career progression. Likewise, performance evaluations may reveal the extent to which public organizations implement gender equality policies and whether women's careers are held back by direct or indirect gender discrimination. Differing degrees of prioritization of women's participation and gender empowerment between national and subnational public institutions will also be examined to identify specific challenges and remedial action. National reviews can also include an assessment of the extent to which a lack of a higher education title³⁸ is a barrier to women's promotion or whether career advancement affects women that have obtained the same qualifications as men.

³⁷ Constitutional provisions, national legislation, policies and their implementation will be reviewed to understand whether they prioritize gender equality and the empowerment of women within public agencies. Public administration codes of conduct and their implementation will be reviewed to assess whether they include provisions on the observance of gender equality and non-discrimination in the workplace.

³⁸ The requirement of a university degree for entry or decision-making positions may be a barrier especially where traditional cultural attitudes undervalue the education of women and girls.

The output of the review will be an assessment of bottlenecks of women's access to public sector positions, particularly at the leadership level, in each project country. Four national consultants will review norms, policies and practices to attain gender parity in public administration in the project countries. (4 months in each country between Q3 and Q4, 2022)

Activity 1.5

Based on the findings of activity 1.4, design and prepare training resources and materials to address capacity gaps in promoting women's presence and leadership within public institutions both at national and local levels in the project countries. The project partners (see section V. Management and Coordination Agreements) will co-design targeted training material that will benefit from peer exchanges and peer learning within a South-South and triangular support framework.

Individual contractors will be hired to develop training modules and online toolkits. (2 months in Q1, 2023)

Activity 1.6

Carry out capacity-building activities to address gaps in promoting women's presence and leadership within public institutions at national and local levels identified through national reviews in each project country. Capacity-development modalities will include learnings from a mix of self-paced customized online training modules based on diagnostic assessments (see A 1.4, including Training of Trainers material) and classroom-based activities. Five-day in-country or hybrid capacity-development workshops will be organized for a selected mix of officials from national and subnational government levels. The workshops are expected to integrate baseline information on the initial gap assessment with information on capacity needs emerging from the dialogue and interaction among workshop participants. If applicable, interested self-funded participants from other countries in the region will also be included to increase networking and partnership arrangement within a South-South cooperation framework.

A mix of national and international consultants will be hired for professional facilitation of in-person and/or online training, breakout rooms and technical support (registration, on-boarding, follow-up with participants to collect assignments and homework). Relevant staff from the RCO and UNCT will be invited to attend the capacity-building activities. (Q1 and Q2, 2023)

Activity 1.7

Undertake a study tour in a selected country to learn from good practices on promoting gender equality in the public sector. It is expected that the country visit will complement capacity-building activities to address gaps in promoting women's presence and leadership within public institutions at the national and subnational levels of government. The host country will be selected based on the specific capacity development needs of each recipient country.

National consultants identified in earlier project activities (see A 1.2) and/or UN DESA staff will accompany national officials during the study tour. (Q3, 2023)

Activity 1.8

Provide country-specific support to government focal points in the project countries to develop and implement action plans that prioritize gender equality and promote women's career progression towards leadership positions in public administration. Action plans may include specific temporary special measures (quotas, etc.), targeted recruitment and promotion measures with earmarked training budgets for on-the-job professional development and leadership building directed to women. They may also include measures to bridge digital divides affecting women in the targeted countries and promote women's leadership and contribution to shaping the development of e-government strategies.

National consultants identified in earlier project activities (see A 1.2) will support national government officials tasked with developing action plans to address gaps in promoting women's presence and leadership within public institutions at national and local levels. (5 months, Q3 and Q4, 2023)

Activity 1.9

Organize two 4-day regional workshops (hybrid format) to review the draft action plans developed by each project country. The workshops will aim to validate, within a regional perspective, the action plans developed by project countries (see A 1.8). Workshop participants will include senior and mid-rank government officials, relevant representatives from civil society and academia in the region, and representatives of regional commissions, UN DESA, Resident Coordinators' Offices (RCOs), UN Women and UNDP Country Offices. Officials from partner countries that have already developed action plans on gender parity in public administration will be invited to peer-review the draft action developed by project countries and provide their feedback at the workshops. Officials from other partner countries will benefit from experience exchange within a South-South and triangular support framework. Thus this activity is also a means to achieve outcome 2 as **Activity 2.2**.

National consultants identified in earlier project activities (see A 1.2) and/or UN DESA staff will accompany national officials throughout each workshop. Relevant staff from the RCO and UNCT will be invited to attend remotely. (Q1, 2024)

Activity 1.10

Support the finalization of the action plans on gender equality in public administration in the project countries (see A 1.8 and A 1.9). The action plans will need to identify target areas for improvement and the policies and resources required for catalyzing change.

National consultants identified in earlier project activities (see A 1.2) will provide support to government officials tasked to finalize the action plans. (Two months, Q1 – Q2 2024)

Activity 1.11

Organize a three-day global event to share learning back-to-back with the 2024 United Nations Public Service Forum (UNPSF). The results of the capacity-development project will be presented during global knowledge-sharing events to be organized in the framework of the 2024 UNPSF. Each year, UN DESA organizes this event to give public recognition to innovation in the public service. The event will attract

the participation of public administrators from around the world. Officials from project and partner countries will be invited to attend share their experience during the project implementation. Such exposure will provide an opportunity for the wide dissemination of lessons learned during the development of gender parity action plans to promote gender responsiveness of public agencies. Thus this activity is also a means to achieve outcome 2 as **Activity 2.3**.

The UN DESA project focal point and officials from project and partner countries will present the lessons learned during project implementation. Funds for in-person participation will be mobilized from the UNPSF budget. (Q2 2024)

External project evaluation

An external end-of-project evaluation will be carried out in 2024.

One international expert. (Q2 2024)

3.2 Innovative aspects

The project has an innovative approach that promotes multiple partnerships with United Nations entities, South-South collaboration as well as peer exchange and peer learning, including at the regional level. The project comprises numerous layers of partnerships both at the global, regional and country levels that help to customize project interventions to differing national and subnational contexts. These layers include operational, research, and norm-setting partnerships.

At the operational level, the project aims to promote partnerships between national and local teams with regional and international experts, as well as with development experts from the UN System. It also fosters collaboration among focal points from national and local governments. This collaboration hinges on the exchange of perspectives, knowledge, and experiences on promoting gender equality in public administration both at the national and local levels of government.

At the analytical level, lessons learned from the project implementation will be exchanged between practitioners, government officials, academia, as well as with officials from local and national governments. The output of the global review of existing laws and organizational policies that have proven effective in promoting enhanced women's representation and access to decision-making roles at national and local levels and the four in-depth country studies also will contribute to further research conducted within and beyond the UN system.

The project aims to foster the creation of a community of practice on gender equality in public administration among stakeholders and government officials. Networks of public administrators,

including the Network for Locally Elected Women of Africa,³⁹ will be invited to brief participants of capacity-building activities. Project training, a study tour and workshops are key opportunities to promote South-South and triangular cooperation and learning from good practices.

The project aims to implement virtual and blended learning methodologies for a systemic approach to developing countries’ capacities for promoting women’s presence and leadership within public institutions both at national and local levels. It will also leverage the development of e-learning and digital platforms/toolkits and the organization of workshops in a hybrid format.

3.3 Results Framework

The results derived from implementing the project in respect to “building capacities for promoting the presence and leadership of women within public institutions at national and local levels” include:

- i) Enhanced capacity of governments in the project countries to develop and implement action plans that prioritize gender parity in public administration at the national and local levels; and
- ii) Enhanced awareness and understanding of government officials in partnering countries on the importance of and how to prioritize gender parity in public administration.

Table 4 below provides a detailed list of the project expected outcomes, outputs, indicators and means of verification.

Table 4 – Logical Framework

<u>Intervention logic</u>	<u>Indicators</u>	<u>Means of verification</u>
Objective: To enhance the presence and leadership of women in public institutions at national and local levels in selected countries of the Africa and Asia regions, currently identified as Mauritius and Senegal, Bhutan and Lao People’s Democratic Republic, respectively.		
Outcome 1: Enhanced capacity of governments in the project countries to develop and implement action plans that prioritize gender parity in public administration at the national and local levels	IA 1.1 Government representatives agree that key capacity gaps are identified in at least 4 project countries IA 1.2 At least 80 per cent of training beneficiaries in project countries at national and local levels of government	Completed in-depth reviews to assess gaps in the capacity of governments to design and implement action plans that prioritize gender parity in public administration at the national and local levels Multiple surveys applied prior to training, at completion of

³⁹ <https://www.uclga.org/our-pillars/institutional-strengthening-and-capacity-development/gender-promotion/>

	<p>report improved capacity to formulate national gender parity implementation plans in public administration</p> <p>IA 1.3 At least 75 per cent of the project countries have formulated and formally adopted a national gender parity implementation plan in public administration</p>	<p>training, and towards the end of the project.</p> <p>Government website, United Nations County website</p>
Outputs		
1.1	<p>a) An analytical framework to be used for the national in-depth reviews (see A 1.4 below), and b) a compilation of good practices on promoting gender parity within public administration (Q2 and Q3 2022)</p> <p>Related activities</p> <p>Carry out a) an in-depth global review of existing legislation and organizational policies that have proven effective in promoting women’s access to leadership positions in public administration, and b) an analysis of good practices including country cases that won the United Nations Public Service Awards in the “gender” category over the years and the United Nation Sustainable Development Group knowledge portal on gender equality, among others. One international consultant will carry out the global review and produce a compilation of good practices on gender equality in public administration (1 work month per consultant including the presentation of findings as per output 1.3 - Q2 and Q3, 2022).</p>	
1.2	<p>National consultants trained in the analytical framework to be used for the national in-depth reviews</p> <p>Related activities</p> <p>Train national consultants from the project countries on the analytical framework to be used for the national in-depth reviews (see A 1.4 below). One international consultant identified for the implementation of Activity 1.1. will conduct a virtual training of the four national consultants. The UN DESA project team will also participate in this training activity. Relevant staff from the RCO and UNCT will be invited to attend remotely.</p> <p>One international consultant (see A 1.1) to conduct the training in a virtual format. Four national consultants will attend the training. (Q3, 2022)</p>	
1.3	<p>Two-day global review and validation workshop (hybrid format)</p> <p>Related activities</p> <p>Organize a two-day global workshop in a hybrid format to present to a mix of 20-40 central and local government officials (in both project and partnering countries) and validate the findings of the global review (see A 1.1). The workshop will acquaint participants with the analytical framework to be used for the national in-depth reviews and the compilation of good practices (outputs of A 1.1) and encourage substantive feedback on how the review framework will serve as a benchmark to the national self-assessment. Officials from project countries will be sponsored for their in-person participation. The UN DESA project team (the project focal point and 2 staff members) will manage and moderate the global workshop. Two international consultants (see A 1.1) will present the review framework and best practices. National consultants will also participate in the workshop. Relevant staff from the RCO and UNCT will be invited to attend remotely. (Q3, 2022)</p>	
1.4	<p>Assessment of bottlenecks to women’s access to public sector positions, particularly at the leadership</p>	

<p>level, in each project country</p> <p>Related activities Carry out an in-depth review of norms and practices and gap analysis in the project countries based on the analytical review framework (see outputs of A 1.1). Four national consultants will review of norms, policies and practices to attain gender parity in public administration in the project countries (4 months in each country between Q3 and Q4, 2022)</p>
<p>1.5 Training materials to address gaps identified by the national reviews in the project countries</p> <p>Related activities Design and prepare training resources and materials to address capacity gaps for promoting women’s presence and leadership within public institutions both at national and local levels in the project countries. Project partners (see Management and Coordination Arrangements) will co-design targeted training material that will also benefit from peer exchanges and peer learning within a South-South and triangular support framework. Individual contractors will be hired to develop training modules and online toolkits (2 months in Q1, 2023)</p>
<p>1.6 Capacity-building to address gaps identified through national reviews in each of the project countries</p> <p>Related activities Carry out capacity-building activities to address gaps in promoting women’s presence and leadership within public institutions at national and local levels identified through national reviews in each project country. Capacity-development modalities will include learnings from a mix of self-paced customized online training modules and five-day in-country or hybrid capacity-development workshops to be attended by a mix of officials from national and subnational government levels. A mix of national and international consultants will be hired for professional facilitation of in-person and/or online training. Relevant staff from the RCO and UNCT will be invited to attend the capacity-building activities. (Q1 and Q2, 2023)</p>
<p>1.7 One study tour in a selected country</p> <p>Related activities Undertake a study tour in a selected country to learn from good practices on promoting gender parity in the public sector. It is expected that the country visit will complement capacity-building activities to address gaps in promoting women’s presence and leadership within public institutions at the national and subnational levels of government. The host country will be selected based on the specific capacity development needs of each recipient country. National consultants and/or UN DESA staff will accompany national officials during the study tour. (Q3, 2023)</p>
<p>1.8 Country-specific support to the development and implementation of gender parity action plans in public administration</p> <p>Related activities Provide country-specific support to develop and implement action plans that prioritize gender equality and promote women’s career progression towards leadership positions in public administration. National consultants identified in earlier project activities (see A 1.2) will support national government officials tasked with developing action plans to address gaps in promoting women’s presence and leadership within public institutions at national and local levels. (5 months, Q3 and Q4, 2023)</p>
<p>1.9 Two 4-day regional workshops to review the draft action plans (hybrid format)</p>

<p>Related activities Organize two 4-day regional workshops (hybrid format) to review the draft action plans developed by each project country. The workshops will aim to validate, within a regional perspective, the action plans developed by project countries (see A 1.8). Workshop participants will include senior and mid-rank government officials, relevant representatives from civil society and academia in the region, and representatives of regional commissions, UN DESA, RCOs, UN Women and UNDP Country Offices. National consultants identified in earlier project activities (see A 1.2) and/or UN DESA staff will accompany national officials throughout each workshop. Relevant staff from the RCO and UNCT will be invited to attend remotely. (Q1, 2024)</p>		
<p>1.10 Finalized action plans on gender equality in public administration in the project countries</p> <p>Related activities Support the finalization of the action plans on gender parity in public administration in the project countries (see A 1.8 and A 1.9). The action plans will need to identify target areas for improvement and the policies and resources required for catalyzing change. National consultants identified in earlier project activities (see A 1.2) will provide support to government officials tasked to finalize the action plans. (Two months, Q1 – Q2 2024)</p>		
<p>1.11 Global event to sharing learning back-to-back with the UN Public Service Forum</p> <p>Related activities Organize a three-day global event to share learning back-to-back with the 2024 United Nations Public Service Forum (UNPSF). The results of the capacity-development project will be presented during global knowledge-sharing events to be organized in the framework of the 2024 UNPSF. The UN DESA project focal point and officials from project and partner countries will present the lessons learned during project implementation. Funds for in-person participation will be mobilized from the UNPSF budget. (Q2 2024)</p>		
<p>Outcome 2: Enhanced awareness and understanding of government officials in partnering countries on the importance of and how to prioritize gender parity in public administration</p>	<p>IA 1.1 At least 80 per cent of online workshop participants in partnering countries report improved awareness and understanding of the importance of and how to prioritize gender parity in public administration</p>	<p>Surveys applied prior and after the project hybrid events</p>
<p>2.1 Two-day global review and validation workshop (hybrid format, see A 1.3)</p> <p>Related activities Invite officials from partnering countries to attend the workshop remotely as self-funded participants. The workshop will acquaint participants with the compilation of good practices (output of A 1.1) and encourage partnering countries’ substantive feedback on the review framework. The activity will be covered with resources allocated to A 1.3. (Q3, 2022)</p>		
<p>2.2 Two regional workshops to review the draft action plans (hybrid format) (see A1.9)</p> <p>Related activities Invite officials from partnering countries to attend the two regional workshops to review the draft</p>		

<p>action plans (hybrid format) (see A1.9). Partnering countries that may have already developed action plans on gender parity in public administration will have an opportunity to peer-review the draft action developed by project countries and provide their feedback. Partnering countries that intend to develop action plans will benefit from experience exchange within a South-South and triangular support framework. The activity will be covered with resources allocated to A 1.9. (Q1, 2024)</p>
<p>2.3 Global event to sharing learning back-to-back with the UN Public Service Forum (see A.11)</p> <p>Related activities Invite officials from partnering countries to attend a three-day global event to share learning back-to-back with the 2024 United Nations Public Service Forum (UNPSF). Funds for in-person participation will be mobilized from the UNPSF budget. Other costs for this activity will be covered with resources allocated to A 1.11. (Q2 2024)</p>
<p>External evaluation <i>Outcome:</i> External evaluation report (Q2 2024)</p>

IV. MONITORING AND EVALUATION

The logical framework will guide the project’s monitoring and evaluation. All major outputs will be benchmarked based on the indicators and sources of verification established by UN DESA/DPIDG therein. UN DESA/DPIDG, Regional Commissions, UNDP and UN Women team will evaluate every major capacity-development activity.

Pre- and post-capacity-development surveys will be based on existing questionnaires developed by the project team. Data collection and processing will respond to the realities of each project country and will seek to systematize its collection while preserving the accuracy and timeliness of the information to enhance monitoring over time.

A progress report will be submitted yearly to the donor and CDPMO (by 31 January following every implementation year).

As indicated in Table 5 below, an international expert will undertake an external end-of-project evaluation in the second quarter of 2024.

Table 5 – End-of-project evaluation

Evaluation Title	Type	Timeframe	Budget in USD\$ (As per detailed budget)
End-of-project Evaluation	External	Q2 2024	\$32,000

V. MANAGEMENT AND COORDINATION AGREEMENTS

UN DESA, through its Division for Public Institutions and Digital Government (DPIDG), will be responsible for the management, monitoring, and evaluation of the project. The project will make full use of potential synergies with other initiatives of the Division, including the United Nations Public Service Awards and Forum, ongoing work with networks of schools of public administration, the Curriculum on Governance for Sustainable Development Goals, and work on digital government. Other DESA-wide initiatives such as the SDG Good Practices will be leveraged to learn from success stories in the implementation of the 2030 Agenda. The strategy will also tap into other existing initiatives to produce high-quality data and statistics to track progress on women's presence and leadership within public institutions at national and local levels.

UN DESA/DPIDG intends to collaborate with the UN Regional Commissions, other UN entities, including UN Women and UNDP, the UN country teams through the RCOs⁴⁰ and the relevant governments of host countries. UNDP and UN Women have been already contacted and both agree on the demand for project activities in the four identified countries. They have expressed their readiness to support UN DESA/DPIDG in project implementation respectively through their country offices (UNDP) and the country office in Senegal and Regional Centers (UN Women). The UN Economic and Social Commission for Asia and the Pacific (ESCAP) and the Economic Commission for Africa (ECA)⁴¹ have expressed interest in collaborating on the project.

UN ECA, UN ESCAP, UNDP and UN Women will provide advice on the global review of cultural norms, the normative framework, and organizational policies to advance women's representation and access to decision-making roles (A 1.1) as part of the project's reference team throughout this activity.

UNDP will be responsible for providing substantive and continued support in the field through its local country offices, and will co-implement the following activities:

Activity 1.2

Train national consultants from project countries on the analytical framework to be used for the national in-depth reviews (see A 1.4). (Q3, 2022)

⁴⁰ As mentioned earlier, UN DESA is already a signatory of the United Nations Sustainable Development Cooperation Framework (UNSDCF). The project outcomes, outputs and activities will be coherent with UN country teams frameworks. In Bhutan, for instance, outcome three of the UN country team action in the field of governance refers to "supporting the achievement of gender-equal elective offices and promoting women's participation at decision-making levels", among others.

⁴¹ UNECA has indicated that Mauritius is one of the five priority countries for the Commission.

Activity 1.3

In-country travel of participants to attend a two-day global workshop (hybrid format) to present to a mix of 20-40 central and local government officials (in both project and partnering countries) and validate the findings of the global review (A 1.1).

Activity 1.4

Carry out an in-depth review of norms⁴² and practices and gap analysis in the project countries (in collaboration with the in-country representation of UN Women in Senegal) based on the analytical review framework (see outputs of A 1.1).

Activity 1.5

Hire and supervise individual contractors (one in Africa and one in Asia and the Pacific, 1 month each) to design and prepare training resources and materials to address capacity gaps in promoting women's presence and leadership within public institutions both at national and local levels in the project countries.

Activity 1.6

Carry out capacity-building activities to address gaps in promoting women's presence and leadership within public institutions at national and local levels identified through national reviews in each project country.

Activity 1.8

Provide country-specific support to government focal points in the project countries to develop and implement action plans that prioritize gender equality and promote women's career progression towards leadership positions in public administration (in collaboration with the in-country representation of UN Women in Senegal).

UN Women will be responsible for providing substantive and continued support in the field through its country office in Senegal and through its regional offices in Africa, Asia and the Pacific, and will co-implement the following activities:

⁴² Constitutional provisions, national legislation, policies and their implementation will be reviewed to understand whether they prioritize gender equality and the empowerment of women within public agencies. Public administration codes of conduct and their implementation will be reviewed to assess whether they include provisions on the observance of gender equality and non-discrimination in the workplace.

Activity 1.3

Participate in a two-day global workshop in a hybrid format to present to a mix of 20-40 central and local government officials (in both project and partnering countries) and validate the findings of the global review (A 1.1).

Activity 1.4

Participate in an in-depth review of norms⁴³ and practices and gap analysis in Senegal based on the analytical review framework (see outputs of A 1.1).

Activity 1.5

Participate in the design and preparation of training resources and materials to address capacity gaps in promoting women's presence and leadership within public institutions both at national and local levels in the project countries.

Activity 1.6

Participate in carrying out capacity-building activities to address gaps in promoting women's presence and leadership within public institutions at national and local levels identified through national reviews in Senegal.

Activity 1.8

Provide country-specific support to government focal points in Senegal to develop and implement an action plan that prioritizes gender equality and promotes women's career progression towards leadership positions in public administration.

Activity 1.9

Co-organize two 4-day regional workshops (hybrid format) to review the draft action plans developed by each project country. The workshops will aim to validate, within a regional perspective, the gender parity strategy developed by project countries (see A 1.8).

UN ESCAP and UN ECA will be responsible for providing substantive and continued support to both the project and partnering countries in Asia and Africa, respectively and will co-implement the following activity:

⁴³ Constitutional provisions, national legislation, policies and their implementation will be reviewed to understand whether they prioritize gender equality and the empowerment of women within public agencies. Public administration codes of conduct and their implementation will be reviewed to assess whether they include provisions on the observance of gender equality and non-discrimination in the workplace.

Activity 1.9

Co-organize two 4-day regional workshops (hybrid format) to review the draft action plans developed by each project country. The workshops will aim to validate, within a regional perspective, the gender parity strategy developed by project countries (see A 1.8).

In addition, UN ESCAP will collaborate in the implementation of the following activity:

Activity 1.4

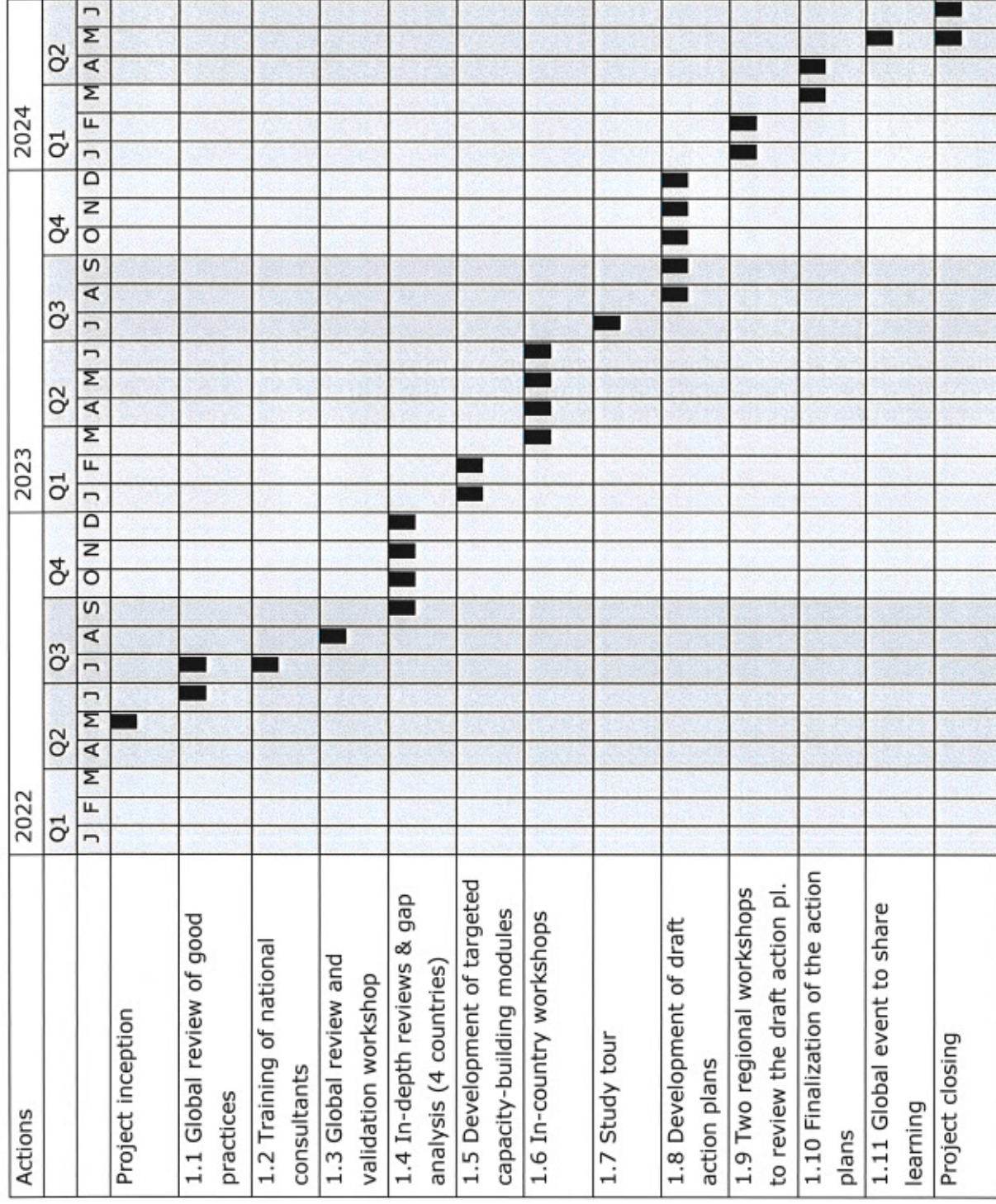
Carry out an in-depth review of norms and practices and gap analysis in the project countries based on the analytical review framework (see outputs of A 1.1).

VI. BUDGET

The total budget of the project is US\$ 750,000. Annex 1 contains a detailed breakdown of the budget by results.

Object Class	Approved Budget (US\$)			
	Year 1 Total	Year 2 Total	Year 3 Total	Total
Staff and other personnel Costs	29,000.00	15,000.00	83,000.00	127,000.00
Travel on official business	51,700.00	84,000.00	39,000.00	174,700.00
Contractual Services	10,000.00	-	-	10,000.00
Transfer and Grants to Counterparts	114,020.00	194,000.00	44,000.00	352,020.00
Total project cost	204,720.00	293,000.00	166,000.00	663,720.00
Programme Support Costs (13%)	26,613.60	38,090.00	21,580.00	86,283.60
Total project budget	231,333.60	331,090.00	187,580.00	750,003.60

Annex 2: Gantt chart of the project implementation



Annex 3: Proposed Countries

	Project Countries			Partnering Countries					
	Bhutan	Lao People's Dem. Republic	Mauritius	Senegal	Cambodia	Sierra Leone	Solomon Islands	Vanuatu	Zambia
	LDC	LDC	SIDS	LDC	LDC	LDC	SIDS and LDC	SIDS	LDC
	Asia	Asia	Africa	Africa	Asia	Africa	Oceania	Oceania	Africa
1. Presence of women in PA (% below or equal to 46, UNDP stats.)	38	46	29	25	41	17	27	40	25
2. Women in top leadership positions (% equal or above 31, UNDP stats.)	11	ND	ND	ND	13	ND	ND	ND	ND
3. Women in senior management positions (% equal or above 30, UNDP stats.)	14	ND	29	ND	18	ND	ND	ND	27
4. Women in management positions (% equal or above 38, UNDP stats.)	29	ND	41	16	ND	ND	ND	ND	ND
5. Low local level representation	Y	ND	ND	ND	Y	ND	ND	ND	ND
6. Women CIOs (UN DESA 2020 and 2022 e-Government Survey databases)	N	N	N	ND	N	No CIO	N	N	N
7. Country already supported by UN DESA	Y	Y	Y	N	N	N	N	N	N
8. Reporting challenges on increasing the N. of women in PA in VNRs	Y	Y	Partial	Y	Y	Y	Has Action Plan	Y	Y
9. GEWE objectives in UNSDCF	Y	Y	Y	Y	Y	Y	Y	Y	Y
10. Decentralization indexes (WB 2012 & Harvard 2014 > 0)	0.04; 0.04	0.34; 0.203	0.04; 0.031	0.17; 0.179	0.03; 0.024	0.01; 0.006	ND	ND	0.02; 0.029
11. Priority and need in DPIDG survey	ND	ND	ND	Y	ND	Y	Y	ND	ND
12. Fragile State Index 2021 index 85+	68.3	76	38.1	73.4	80.6	83.4	79.3	ND	84.9

