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# Towards Gender-Aware Economic Development in Africa



**Gender and Economic Policy Management Initiative (GEPMI)**

2012 Annual Report

The Gender and Economic Policy Management Initiative (GEPMI) is implemented by UNDP Regional Bureau for Africa (RBA) Regional Gender project and the Bureau for Development Policy (BDP) Gender Practice

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GEPMI Annual Report 2012

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## Introduction

The Global Gender and Economic Policy Management Initiative (GEPMI), a ground-breaking programme of the United Nations Development Programme (UNDP), was launched in 2010. GEPMI was aimed at accelerating the achievement of the Millennium Development Goals (MDGs) by making economic policies and poverty reduction strategies gender equitable. Strengthening the gender competence of national governments was the main focus of the programme.

In conformity with the overarching goal of the UNDP's Gender Equality Strategy, 2008-2013 and the principles of the Accra Agenda for Action, 2008, GEPMI was designed to provide national governments with technical support and advisory services to meet the immediate needs and help strengthen and sustain technical capacity of national institutions to address gender issues in economic policies in a systematic and coherent manner. The programme is composed of three distinct yet interconnected components, which included,

**1. Short course on Gender Responsive Economic Policy Management.** This component was designed to strengthen technical capacity of mid/senior level government officials, policy planners, parliamentary staff and leaders of civil

society organizations. The component deals with the critical gender issues in economic development and tackles both analytical as well as strategic aspect of it. While it deals with the gender competence of institutions to inform economic policies and their management, it also focuses on meeting immediate capacity needs. To ensure a steady supply of resource people in the region, through this component, GEPMI made an investment and developed a cadre of experts in gender responsive economic policy management. The pool of experts combines GEPMI training of trainers (ToT) graduates who are proficient in imparting technical training and the participants of the short courses who are predominantly policy planners. Over the past two years, the services of this pool of experts have been extensively used to deliver trainings, and provide country-tailored capacity and advisory services.

**2. GEPMI country-tailored capacity building and advisory services.** This component is particularly designed for economic development planning purposes. Providing support to planning exercises, making them gender responsive at all stages—*planning, implementation and monitoring and evaluation*—is the primary objective of this component. For the operationalisation of this component,

*GEPMI is aimed at strengthening the capacity of national governments to address gender issues in economic policies in a more systematic and coherent manner, which is a cornerstone for the achievement of the Millennium Development Goals.*

workshops and consultations are held, technical inputs and guidance are provided; issues related to both skills and analysis are tackled in the course of the implementation.

*The above two components are focused on meeting immediate needs of the national governments in making their economic development policies and interventions gender responsive.*

**3. The third component, a Pan-African Master of Arts in Gender Aware Economics (MAGAE) programme,** is geared towards creating a local reservoir of gender aware economists at the African level. The component is focused on the strengthening of gender resource-base across the region. The efforts are fully backed up by academic teaching and training. MAGAE, which is a ground breaking initiative, was launched to develop a cadre of resource people, a new generation of economists with gender as a core competence. It is aimed at developing academically sound resource people by providing academic training to government officials and development practitioners in gender aware economics.

The component primarily deals with the supply side of capacity so as to ensuring availability of critical gender competence at local (national) level. In other words, the underlying objective of this component is to assist the countries in the region to be self-sufficient in gender technical competence for economic development.

GEPMI, as a programme, was launched in 2010. Its implementation in Africa took off in the same year and in the Asia and Pacific region and Arab states the implementation commenced in 2011.

In Africa, the programme has been implemented in close partnership with the national governments and other UN entities including, UN Women, UN-IDEP, Economic Commission for Africa (ECA), and other relevant national and regional entities, academic institutions including Makerere University in Uganda and UNDP Country Offices (COs).

Although this report presents an account of the interventions and key results delivered by GEMPI in the Africa Region in 2012, the table below indicates the total figure for the period 2010-2012.

**Table 1: GEPMI at a Glance - 2010 to 2012\***

GEPMI program components	Number of participants	Total
Masters Program	44 (In partnership with Makerere Uni)	<b>626 participants whom 58% are female</b>
Short Courses	153 (in partnership with IDEP)	
Training of Trainers	67 ( in partnership with IDEP)	
Tailor made in country Capacity building workshops	32 (Benin) 108 (Cameroon) 100 (Zimbabwe) 30 (Zambia) 35 (Rwanda) 35 (Mauritania)	
GEPM Advanced Policy Seminar	22 (From 7 RECs plus NEPAD)	

\*Mid-2013 figure for Country tailor-made capacity building training is expected to reach beyond 100 (involving DRC and Benin)

## GEPMI: Delivering Gender Results in Africa

Under the leadership of the Regional Bureau for Africa (RBA), the implementation of GEPMI in the first two years made notable progress. Forging strategic partnership with regional entities and national governments, which was adopted as a key strategy, proved being effective in delivering results. Building on the achievements and experience of the past two years, in 2012, the programme remained focused on consolidating gains made thus far and further strengthening the outreach and partnership at the Africa Regional level. Ensuring sustainability of the impact of GEPMI interventions beyond its life span remained a high priority throughout the year.

On the same token, besides delivering short courses and capacity building works and advisory services, during the year, concerted efforts were exerted to foster partnership and determine ways and means to ensure continuity and sustainability of the initiatives. In that respect the organization of the Advanced Seminar on Gender and Economic Policy Management of major Regional Economic Commissions/entities (RECs) proved being strategic.

The agreement that was reached with the authority of the National University of Benin to launch the Pan-African Masters programme in Gender Aware Economics for the Francophone African countries was another positive outcome of the year.

During 2012, over 38 countries across the continent benefited from the programme. The year produced 17 new gender-aware Economists (MA Graduates) and trained 79 professionals of which 26 were trained as certified trainers. An additional 173 policy planners were afforded sensitization and country-tailored capacity building services bringing the total number of professionals trained over the years in gender in PPBM&E<sup>1</sup> chain to 358. Table 1 provides further details of the GEPMI results delivered in 2012.

**Table 2: GEPMI 2012 Results at a glance**

GEPMI Programme components		Number of countries benefited			Number of total participants
		No of Anglophone countries	No of Francophone countries	Total no of Countries	
Masters of Arts in Gender Aware Economic		7	(Course yet to begin)	7	17
Short Courses: Gender Responsive Economic Policy Management	Certificate course	17	19	36	53
	Training of Trainers	10	14	24	26
GEPMI Country-Tailored Capacity building and advisory services		2	1	3	173

*Component-wise results are detailed out in the sections below.*

<sup>1</sup> PPBM&E denotes Planning, Programming, Budgeting, Monitoring and Evaluation Chain.

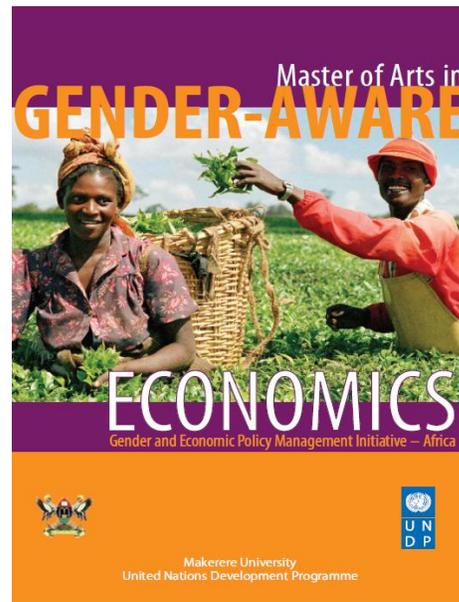
**MA in Gender Aware Economics:  
strengthening knowledge-base  
across Africa**

In 2012, the partnership between Makerere University and UNDP produced 17 new MA graduates. This was a result of the second cohort of MA course which began in December 2011 bringing the total number of GEPMI supported Gender-aware Economists to 44. From seven Anglophone countries 17 participants represented government ministries, academia, research institutes and civil society organizations (CSO) of which about 45% was women.

During 2012, GEPMI made concerted efforts to identify a suitable university to deliver the Masters Programme for the Francophone African countries. The interest of the International Centre for Research and Development (ICDR) in MAGAE and their coming on board with the commitment to make financial contribution for the implementation of MAGAE was an encouraging development for the component and GEPMI as a whole.

A scoping mission—composed of GEPMI/UNDP and ICDR representatives—was undertaken to assess the potential of the National University of Benin to host MAGAE. During the mission, a number of critical issues related to capacity—teaching staff, human resources, other facilities including Library support, teaching methods, etc. and the resources

in terms of sustainability of the programme beyond the span of GEPMI—of the university was assessed. Both academic as well as infrastructural issues were discussed with a variety of



stakeholders. The mission led to a positive outcome. The Abomey Calavy University identified its Doctoral School of Economic Science and Management (l'Ecole Doctorale), which offers Masters and PhD programmes in economics, to host MAGAE. The participation of ICDR in the mission was of great value, in particular to strengthen the partnership with both ICDR and the University of Calavy. As part of the preparatory process, two lecturers of Abomey Calavy Doctoral School were trained in GEPMI ToT to enhance their technical knowledge and understanding of GEPMI/MAGAE and capacity as lecturers.

*In 2012, Makerere University and UNDP partnership produced 17 new Gender-aware Economists.*

## Short course: Gender Responsive Economic Policy Management

The three-week long training course on Gender Responsive Economic Policy Management is one of the key components of GEPMI. Since the inception in 2010, the short courses—*Certificate and ToT*—have been offered in both English and French to serve the governments and institutions in both Anglophone and Francophone African countries. In terms of its effectiveness, positive feedback has been received from the participants and the institutions involved. The course is organized in 12 modules which tackle gender issues related to economic policies at various stages, including analysis, formulation and implementation and monitoring and evaluation. However, the course modules are living documents and they are constantly being reviewed and strengthened to adjust and respond to emerging gender and economic issues. It is delivered by certified trained trainers under the overall supervision of UN-IDEP, a key partner, and UNDP.

In the year 2012, in partnership with UN-IDEP, two certificate courses were delivered. A total of 53 policy planners and mid-level government officials from 36 countries (Anglophone 17 and Francophone 19) from across the region attended and benefited from the two courses. Table 2 provides further details of the participants.

**Table-3 : details of certificate course participants**

Participants	Male	Female	Total
<b>Combined</b>	20	33	53
<b>Anglophone</b>	9	16	25
<b>Francophone</b>	11	17	28

As in the past two years, in 2012 as well GEPMI delivered two ToT courses. In cognizance of the diversity and regional specificity, the courses were organized in English and French meeting the needs of the both Anglophone and Francophone countries. A total of 26 professionally qualified trainers were trained in GEPMI elements, of which 17 were women. Table - 3 provides further details of the participants and countries benefited from the ToT.

**Table-4: ToT participants details**

	Total participants	Female	Male	No. of countries benefited
Anglophone	12	7	5	10
Francophone	14	10	4	14

The GEPMI short-courses provide policy makers and development practitioners with the skills and knowledge required to identify and address gender biases in development economics; and equip them with the necessary tools to effectively use gender-responsive approaches to plan, implement, monitor and evaluate economic policies, strategies and interventions. In their assessment, the worth and usefulness of the short-courses were amply mentioned by the participants. Besides, acquiring new skills and knowledge, they were immensely encouraged by the course. They indicated the areas as to where in their work and how they could apply their newly acquired knowledge and skills.

## GEPMI country-tailored capacity building and advisory services

As in the past two years, in 2012 also, GEPMI *country-tailored capacity building and advisory services* component proved being effective in providing assistance to national governments with (i) meeting their immediate needs for gender competence to inform economic policies and planning exercises, and (ii) to provide guidance to initiate longer-term processes for transforming the planning culture, making it more inclusive and equitable and strengthening institutionalization of gender in planning and budgeting exercises. One of the critical gains of the year was the proactive role and commitments of various authorities—key oversight and line ministries, to strengthen national efforts for the institutionalization of gender aware economic development. GEPMI, as an initiative, was also catalytic in engaging relevant RECs to promote gender issues in the African regional economic development initiatives.

An account of the critical gains made and results delivered under this component in 2012 is provided below.

In **Cameroon**, getting the buy in of the senior government bureaucrats<sup>2</sup> for the rollout of the gender aware economic policy management was a massive step forward. They, as a self-starter, requested for specialized technical services in the form of capacity building workshops to commence the process. Through two



separate yet interconnected activities (i) support and much needed clarifications, analysis and arguments were made available to senior government policy makers; and (ii) technical services were extended for the strengthening of capacity of the government planners and policy makers on gender aware economic policy development and management. More than nine government ministries and specialized agencies were involved and over 100 development planners, policy makers, statisticians, representatives of media entities, academia, benefited from the services. Table 4 provides further details of the interventions and engagement of the government in Cameroon. One of the key outcomes of the capacity building workshop was the Gender Action Plans developed by participating ministries and organizations.

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<sup>2</sup> Secretary Generals of nine ministries were fully involved. They also attended the sensitization workshop that was held for senior policy leaders.

**Table—5: Details of the capacity building and advisory services carried out in Cameroon in 2012**

Activities	Number of participants	Organizations/entities involved in, benefited from	Areas and issues dealt with
<b>Sensitization of senior policy leaders, a day event</b>	73	Government Ministries (Secretary Generals and Director Generals) and specialized agencies (heads of agencies);  UN entities (Senior officials);  Media entities	The urgency of addressing gender issues in the formulation and implementation of economic policies and the critical gender issues.
<b>Capacity building workshop, 4-day long event</b>	35	Government ministries (seven): Ministries of Economic Planning, Health, Education, Commerce, Employment and Civil Servant, Livestock, Women and Family Promotion;  Universities (three); and  Public service institute("l'Ecole Nationale d'Administration) and National Institute of Statistics	Addressing gender in public policy development and implementation (PPBM&E chain).  Systematic approach to gender mainstreaming;  Key elements of Gender Action Plan

In **Zimbabwe**, development of a local pool of resource people to facilitate development and implementation of gender responsive economic policies and advocating for gender responsive budgeting was a critical contribution of GEPMI capacity building and advisory services component; providing a 5-day targeted training for the leaders of the

Sectoral Working Groups (SWG), enabling them to identify sectoral gender issues, provide analysis and offer guidance as to how the economic policies will be informed by critical gender issues and monitoring and measuring their implementation and effectiveness was a strategic gain. Table-5 provides the details of the training.

**Table-6: Capacity building training in Zimbabwe**

Activities	Number of participants	Organizations/entities involved in, benefited from	Areas and issues dealt with
<b>Skill and capacity building training workshop</b>	30 senior policy makers	All SWG represented Ministries of Economic Planning and Investment Promotion and Women Affairs, Gender and Community Development	Gender and Economic Development vis-à-vis Medium Term Planning, Sectoral Policies and Interventions

The process was also effective in strengthening 'relationship of co-operation' for gender equality between

the two lead ministries, Ministries of Economic Planning and Investment

Promotion and Women Affairs, Gender and Community Development.

In **Mauritania**, over 35 government officials and CSO representatives benefited from a Gender and Economic Policy Management training. Apart from the enhanced knowledge and abilities of the participants, the process contributed to the overall understanding of the institutions involved; the importance of addressing gender as a non-negotiable

agenda in economic policies was discussed, debated and clarified at length. The commitment of the policy makers of the three government ministries leading the process, namely *Ministries of Economic and Development Affairs, Social and Family Affairs and Health* to advance institutionalization of gender equality in the economic policy management was an achievement in it-self. Table-6 provides further details of the capacity building training.

**Table-7: Capacity building training in Mauritania**

Activities	Duration	Number of participants	Organizations/entities involved in, benefited from	Areas and issues dealt with
<b>Policy Makers Training in Gender and Economic Policy Management</b>	3 Days	35 policy makers	Government ministries and Civil Society Organisations	Critical gender issues; Gender and economic policy planning and formulation

In terms of fostering regional partnership for the advancement of gender equitable economic development in general and economic policy management in particular, the organization of the **Advanced Policy Seminar on Gender and Economic Policy Management** made huge impact. The seminar brought together a critical mass of representatives of the African Regional Economic Commissions (RECs) and entities and a few select member states, particularly those implementing Gender Responsive Budgeting (GRB). On the one hand the seminar provided a forum for learning and exchange of knowledge as well as an opportunity to unpack critical issues and policy definitions; some of the major issues and concepts that were tackled during the seminar included gender responsive macroeconomics and

economic policy analysis, employment and unpaid care work, feminization of poverty, impact of gender power-relations on commerce, gender statistics and indices, trade and access to finance. Besides, GRB, as a policy shift, was attached particular emphasis; the experience of the three pilot countries—Cameroon, Mauritania and the Gambia—were shared with the larger group in order to explore common grounds—

**Table-8: Participants of the Seminar**

<b>RECs</b>	Seven. IGAD, COMESA, WAEMU, CEMAC, ECCAS, SADC, NEPAD
<b>Member States</b>	Three Cameroon Mauritania The Gambia

elements and approaches making positive contributions, leading to success; and identify the constraints and challenges that affected the implementation of GRB. The exercise was geared to determine and promote good practice.

On the other hand, the Seminar enabled, in particular the representatives of the RECs to clarify their roles as specialized entities to advance gender equality and women's empowerment through economic development across the region. The engagement and deliberations allowed them to identify potential areas of interventions where their active engagement would be of value. The engagement of the RECs soon turned into commitment and action, while attending the seminar each of them drafted a Gender Action Plan to be implemented in

their own organization. The seminar was organized in collaboration with UN-IDEP and UNDP's programme support mechanism at the regional level (Pole).

As indicated earlier on, UNDP COs play vital role in the implementation of GEPMI at national level. To optimize intellectually sound and coherent support provided by the COs, in 2012, GEPMI facilitated a two-day orientation of all RBA Economists and CO leadership. The event afforded the participants an opportunity to closely reflect upon the key elements of the programme, review the potential of the existing frameworks and mechanisms to strengthen the implementation of GEPMI at national level and assess the kind of support that is required to be extended by the COs. The event was held on 28-29 October 2012.

## Lessons Learned and priorities for 2013

While providing technical assistance, in 2012, UNDP remained constantly engaged with its regional partners and the national governments in Africa to ensure sustainability of the results and impact of GEPMI. As a programme, GEPMI will cease its operations in the second half of 2013. Beyond its current life-span, the sustainability of various initiatives undertaken in the past years relies fully on the active engagement of various partners and uninterrupted supplies of technical and financial resources. Partnership has been a factor critical to the success of the past years. Effective partnership with the national governments as well as relevant regional actors and other entities including Makerere University, UN-IDEP, UN Women was crucial for the delivery of the results. Further strengthening strategic partnership both at national and regional level will be of vital importance to ensure sustainability of the programme and its impact beyond its current life span.

Over the past two and half years, GEPMI delivered results with high potential to bring about changes in the ways economic policies are formulated and managed offering greater prospect for the institutionalization of gender aware national economic policies. To sustain the gains made so far and ensure continuation of the on-going processes and sustainability and expansion of the initiatives—programmatically and financially, is highly critical.

Therefore, working out a mechanism to ensure engagement and further enhancement of the capacity of the over 300 trained professionals, who are spread across the region and collectively make a critical mass, would be vitally important. As a primary step, working out a plan and mechanisms facilitating their continued engagement and providing them with the necessary support and space to contribute to the knowledge and competence building in the region will be among the major priorities in 2013.

The roll out of the MAGAE for the Francophone African countries will be another major engagement in the year 2013. To provide support and guidance to the host university at the initial stage and to work out an exit strategy will be critical for the effectiveness and sustainability of the programme in the region.

In 2013, the partnership with Makerere University in Uganda, the key entity for delivering MAGAE for Anglophone African countries, will come to an end. However, with the end of the agreement with UNDP, the programme must not come to a closure. Therefore, working out an effective way and mechanism is being considered as a major priority in 2013.

In addition, ensuring continued engagement with the national governments and provision for technical support, particularly to those countries where critical initiatives, including economic policy formulation and GRB, are on-going, will be among the priority agenda in 2013.

For the continuation of the GEPMI short-courses—both ToT and certificate courses—which have been delivered in collaboration with UN-IDEP, arriving at an understanding with IDEP and working out a feasible plan will be critical. Evidently UN-IDEP has been keen on incorporating the component in to their core courses and in 2012 they covered 50% of the financial costs of the course. There has been on-going discussion as to how the GEPMI short-courses can be fully incorporated in their core courses and delivered as an integrated programme beginning 2013. To move it from discussion to action, working out a further plan which is technically sound and financially viable, has been set out as a priority for 2013.

In the same spirit, a concrete plan to support and maintain the network of GEPMI Trainers, who have been trained and developed over the past years, and strengthening the regional resource-base on gender and economics will be a vital task.

In 2013, a comprehensive evaluation of the programme will be conducted to assess and establish its contribution in the region. The evaluation will provide much needed analysis of the usefulness and effectiveness of GEPMI to inform economic policies and forging transformative results for gender equality and advancing the achievement of MDGs. The outcomes of the evaluation will be utilized to further strengthening the role and engagement of the MAGAE Graduates and GEPMI trainers and trainees. It is also expected to provide recommendations for the sustainability of the achievements and gains made thus far.

## Acronyms

CO	Country Office
CSO	Civil Society Organizations
ECA	Economic Commission for Africa
GEPMI	Gender Aware Economic Policy Management Initiative
GRB	Gender Responsive Budgeting
ICDR	International Centre for Research and Development
MDGs	Millennium Development Goals
MAGAE	Master of Arts in Gender Aware Economics
RBA	Regional Bureau for Africa
RECs	Regional Economic Commissions
ToT	Training of Trainers
UN	United Nations
UNDP	United Nations Development Programme
UN-IDEP	United Nations Institute for Development and Planning
UN Women	United Nations Entity for Gender Equality and Women's Empowerment



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