



**INTERNATIONAL LABOUR ORGANIZATION
PROJECT CONCEPT NOTE for TECHNICAL COOPERATION PROJECTS**

Cover Page

XB Symbol:	ZIM/14/01/UNW
Title:	UN Joint Programme on Gender Equality(JPGE) in Zimbabwe <i>Note: This project is a component decentralised to the ILO through the Country Office for Zimbabwe (CO-Harare) under the United Nations of the Joint Programme on Gender Equality (JPGE).</i>
Country:	Zimbabwe
Country Programme Outcome:	ZWE901(ZWE101, ZWE801, ZWE802)
P&B Outcome:	Outcome 17
ACI(s):	ACIs 2 and 5 on <i>promoting more and better jobs for inclusive growth and promoting decent work in the rural economy</i>
Technical Field	Gender, Equality and Diversity (GED)
Administrative unit:	ILO Country Office for Zimbabwe (CO Harare)
Responsible ILO Official:	Ms. Hopolang Phororo, Director, CO Harare, Telephone number: +263-4-369805-12, Email address; phororo@ilo.org ; harare@ilo.org
Technical Backstopping Unit:	DWT – Pretoria
Collaborating ILO Units/Offices:	DWT – Pretoria; RO – AFRICA; WORKQUALITY; GED; SKILLS; ACTRAV; ACTEMP
Evaluation requirements:	In line with ILO Guidelines on Evaluation the project will undergo annual reviews and a mid-term and a final evaluation (one of which will be independent). These will be timed to contribute to the overall JPGE evaluation which will be subject to a Mid-Term Review and an end of project evaluation.
Time frame:	July 2014 – June 2017 (3 years)

1. Rationale and Justification

Introduction and Overview of the JPGE

This project is a component decentralised to the ILO through the Country Office for Zimbabwe (CO-Harare) under the United Nations of the Joint Programme on Gender Equality (JPGE). The JPGE addresses four priorities that were identified through a multi-sectoral consultative process that included government, workers' and employers' organizations. The four priorities have been structured around four pillars of: (1) promoting women's security and combating gender-based violence; (2) women's political participation and influence; (3) women's economic empowerment and working conditions; and, (4) national accountability on gender equality and women's empowerment.

Each of the four pillars is being led by different agents as follows:

- Pillar I – UNFPA
- Pillar II – UNDP
- Pillar III – ILO
- Pillar IV - UNWOMEN

The Joint Programme on Gender Equality, Zimbabwe (JPGE) brings together the state, UN development agencies, development partners and a number of different gender equality advocates to support the Government of Zimbabwe in attaining its development goals (of which MDG 3 on Gender Equality is one). Throughout its interventions, the JPGE will engage in capacity-strengthening at macro, meso and micro levels and in advocacy at the highest levels to lobby for integration and ownership of gender issues into policy and legislative development.

Description of country context

Although the Government of Zimbabwe is committed to the advancement of women's rights and gender equality, the status of women in Zimbabwe has been declining in the past decades as a consequence of social, political and economic upheaval, compounded by the onset of the HIV epidemic. Poverty among urban and rural households remains a serious challenge and the country has a high level of gender-based violence (GBV) and economic migration affecting women and in particular young women has been on the rise in recent years. As a result there is feminization of poverty; especially in the rural areas. In a bid to mitigate the impact of poverty among communities and specifically among women; the JPGE has come up with strategies to economically empower women in selected communities around the country.

The provision of a conducive environment for women to manage their triple roles in society (productive, reproductive and community) is centered on ensuring that women are able to gain economic empowerment and economic independence and have arrangements to adapt working life to the demands of life outside work. In this regard, the JPGE will also look at improving working conditions of women workers through initiatives that support better management of working time, work organization and maternity protection.

Overview of the Pillar on Women's Economic Empowerment and Working Conditions

As the Zimbabwe economy is gradually recovering after the turbulent economic period 2008-2009 which resulted in rising levels of poverty, underemployment and unemployment, especially amongst women and women-headed households, the Government of Zimbabwe is prioritizing economic growth in its Medium Term Plan 2011-2015. However, tradition and cultural practices tend to limit women's economic opportunities. In the home, men generally retain greater access to and control over household economic resources (2011 Zimbabwe Demographic Health Survey(ZDHS)) and women normally have limited access to land and no decision-making power on land use (UN 2010); property, land, and asset grabbing targeting widows specifically is a prevalent problem throughout Zimbabwe. Poverty and economic reliance on men mainly subject rural and urban women to abuse, and in some circumstances, to GBV, transactional sex and HIV and AIDS. In fact, Gender-Based Violence (GBV) is often a main outcome of gender-based inequalities and poverty; while spousal abuse is common and goes unpunished.

The legacy of colonial urban laws and practices is such that urban women's employment options are limited and only the poorest of working conditions are offered. In the formal sector of the economy, women predominantly occupy the lower ladder jobs. Consequently women get pushed to the informal economy where they are concentrated in precarious jobs that expose them to *decent work deficits*. While poverty among urban and rural households remains a serious challenge for men and women alike in Zimbabwe, female-headed households are the worst affected as they account for 60 percent of rural households.

The Zimbabwe Agenda for Sustainable Socio-Economic Transformation (*ZIM-ASSET*)-Zimbabwe's new economic blue-print outlines policies for advancing restoration of economic stability and growth for the benefit of both men and women. Under the **Social Services and Poverty Eradication Cluster** key result areas have been defined to promote gender equality through increasing the participation of women in the key economic sectors such as agriculture, mining, manufacturing and tourism. Numerous funds and mechanisms have also been established to support the economic growth process. In June 2012, the Ministry of Women Affairs, Gender and Community Development (MWAGCD) launched a Broad-Based Women's Economic Empowerment (BBWEE) Framework which is designed to enhance women's business entrepreneurship as well as their employability through skills development.

Despite these initiatives, operational policies in the priority sectors for economic growth (agriculture, mining, trade and tourism) have not yet been engendered; as a result women in Zimbabwe continue to have unequal access to finances, skills and markets in all sectors of the economy. In Zimbabwe women lag behind men in terms of access to bank accounts in formal financial institutions (37.12% versus 42.55% - 2012 Global Index, World Bank). The women tend to have limited investment and revenue potential and usually do not qualify for government support programs for economic empowerment. Of the 14% of illiterate adults in Zimbabwe 60% are women. Furthermore, little awareness coupled with micro-finance opportunities that are not responsive to specific women's needs and a lack of third-party guarantors leave women at a disadvantage in accessing and qualifying for credit within the formal financial systems.

Justification – Focusing on the Pillar on Women's Economic Empowerment and Working Conditions

The Government of Zimbabwe has identified four strategic sectors for economic development to which the National Broad Based Women's Economic Empowerment Framework (BBWEE) is aligned: viz, agriculture, mining, tourism and manufacturing. The JPGE seeks to provide support to implement this

BBWEE framework. The JPGE will focus on sectoral policies and programmes to ensure that they are responsive to women. The Programme will also focus on advocacy for the ratification of the ILO gender equality conventions to which Zimbabwe is not yet a signatory, and work with the government and social partners to ensure that the two Conventions, when ratified are fully implemented. By changing the policies governing national interventions in the various economic sectors, the aim is to remove barriers and constraints for women's participation in and contribution to those sectors.

These anticipated policy gains need to be complemented by practical interventions that will increase women's access to labour market and decent work; finances, markets and capacity development. The JPGE will focus on capacitating existing micro-finance institutions (MFIs) to engender regulations and requirements so that women can have access to the financial resources and programmes that are supported by the MFIs. Through capacity building of the service providers it is anticipated that the Programme will reach out to a larger number of women, especially in the targeted rural populations.

The project seeks to advance the value of human and productive talents of women by identifying, recognizing and enhancing women's access to the labour market and income generating opportunities through skills development and promoting partnership between public and private sector. The project will adapt and apply key ILO tools including the Training for Rural Economic Empowerment (TREE) and the Participatory Gender Audit methodologies. The new project will be implemented through the existing structures of the on-going ILO's Danish funded project on Skills for Youth Employment and Rural Development.

The TREE methodology will be the main strategy tool for community mobilization to create an enabling environment for women's economic empowerment, whether through ownership of jobs or creation of employment opportunities in the new businesses. TREE is a community-driven methodology on planning and delivering skills and enterprise development training, preparing and implementing practical transition enterprise plans through forecasting techniques, small group organizing, creating community enterprise systems, and linking with the corporate and formal economic sector. The ILO TREE methodology will support the implementation of the BBWEE Framework, which complements other on-going efforts to strengthen economic growth in Zimbabwe, such as the National Employment Policy Framework and the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (*ZIM-ASSET*).

The ILO Tripartite meeting to *ensure participation of social partners in gender mainstreaming programming in Zimbabwe* which took place during 13-15 November 2012 in Harare, concluded with a recommendation and an action plan thereof to address the gaps that existed (in law and practice) in the advancement of women workers rights as well as look at removing barriers to labour market participation by women. The Gender Audit methodology will be the main tool to promote individual and organizational learning on ways to mainstream gender in order to help achieve equality between women and men.

The key interventions in this regard will seek to promote access to improved and more equitable working conditions for both women and men in line with gender equality international labour standards. Special focus will be on promoting application in law and practice of maternity protection (Maternity Protection Convention, 2000 (No. 183) and work and family balance (ILO Convention on Workers with Family Responsibilities, 1981 (No. 156) and its accompanying Recommendation No. 165) in labour law, regulations and practice. A "men and masculinities" approach will be integrated in awareness raising activities to address gender stereotypes, behaviours and expected roles and responsibilities.

The project's beneficiaries are the ILO constituents in Zimbabwe, i.e. the government through the Ministry of Public Service, Labour and Social Welfare; workers through the Zimbabwe Congress of Trade Unions and employers through the Employers' Confederation of Zimbabwe. Given its focus on gender mainstreaming it will collaborate strongly with the Ministry of Women Affairs, Gender and Community Development and other relevant Ministries including those in charge of Youth, Agriculture, SMEs and Justice. The main thrust of the project will be on demonstrating and promoting innovative ways through building knowledge base and practices to support economic empowerment and women workers' rights.

2. Strategic fit

2.1 Link to the ZUNDAF and Decent Work Country Programme

This Joint Programme has been developed within the framework of the Zimbabwe United Nations Development Framework (ZUNDAF) 2012-2015, which is aligned to ZIM-ASSET and to government priorities on women's empowerment and gender equality as outlined in the ZUNDAF Outcome 7.1- Laws, Policies and Frameworks Established and Implemented to Ensure Gender Equality and Empowerment of Women and Girls. Through the ZUNDAF and in particular the Outcome 7.1 the UNCT for Zimbabwe complements the country's efforts to meet its international, regional, sub-regional and national obligations. It is worth noting that MDG No. 3 is one of the three MDGs whose targets Zimbabwe is projected to achieve by the year 2015. The other two are MDG 2 and MDG 6.

The joint programme modality has been considered as an opportunity emerging from the ZUNDAF formulation and development process, in order to build on participating agencies' specific mandates, expertise, existing programming and partnerships. As a joint programme between UN Agencies, the Government of Zimbabwe and Development Partners, the added value and comparative advantage of the JPGE have been identified as follows:

- Increased coordination of support to national priorities amongst various actors and stakeholders in the four identified priority areas (programme pillars)
- Facilitation of funding channeling and reporting on results in the priority areas by the joint programme modality
- The impartiality and neutrality of the UN and relationship with government and non-government organizations to convene and coordinate different stakeholders
- Multiple and high level entry points across sectors of the UN
- The normative and standard setting mandate of the UN with a global network of experience and international best practices

All UN agencies have specific mandates which are also relevant for many of the interventions as the JPGE aims to work with various sectors, institutions and partners. The JPGE will therefore build on on-going work of all the involved UN agencies.

Specifically for the ILO, the Zimbabwe DWCP 2012-2015 has identified the promotion of productive employment and decent jobs as one of the four priorities. Women, people with disabilities, the retrenched and youth are identified as some of the key target groups for which specific interventions

need to be developed. Women’s Economic Empowerment is covered under ZWE901 which is a Target CPO in the 2014-2015 biennium. The on-going Target CPOs ZWE101 and ZWE132 on Skills Development and Employability and sectoral activities in the rural economy enable linkages to other on-going programmes and projects. Outcomes ZWE801 and ZWE802 capture the work of the project especially with regards to women’s working conditions. It is envisaged that the project will be primarily linked to CPO ZWE 901 while linking it to P& B Outcome 17. The project will also contribute results to be reported under Outcomes 2; 5; 8; 9; 10 and 13.

2.2 Link to Programme & Budget

While the project will be linked to only one of the P & B Outcomes and Indicator, it is important to showcase the interrelatedness and mutual supportiveness of the project to all the four strategic objectives of the ILO. Below are the four Outcomes under each of the five strategic objectives to which the project has direct contribution.

Outcome 2: Skills Development:	Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth
Outcome 5: Working Conditions:	Women and men have better and more equitable working conditions
Outcome 8:	The world of work responds effectively to the HIV/AIDS epidemic
Outcome 9: Employers’ Organizations	Employers have strong, independent and representative organizations
Outcome 10: Workers’ Organizations:	Workers have strong, independent and representative organizations
Outcome 13: Sectoral Activities	Decent work in Economic Sectors: A sector –specific approach to decent work is applied
Outcome 17: Discrimination at Work:	Discrimination in employment and occupation is eliminated

The project fits into more than one Area of Critical Importance (ACI); especially the ACIs 2 and 5 on *promoting more and better jobs for inclusive growth* and *promoting decent work in the rural economy* which have been prioritized in Zimbabwe’s Outcome-Based Work plan(OBW) for 2014-2015.

3. Project strategy

The strategy for delivering the Pillar on Women’s Economic Empowerment and Working Conditions within the JPGE has three specific approaches; (i) capacity strengthening, (ii) building the knowledge base and advocacy (iii) skills development for women’s economic empowerment.

The intervention strategies under Pillar III will include an emphasis on empowerment of working women through awareness raising and advocacy for ratification and domestication of gender equality conventions; building knowledge base on women specific working conditions including maternity protection, domestic work, work organisation and gender based violence at the workplace; and expanding technical and vocational skills development focusing on out-of-school youth women and women in the informal and rural economies for self and wage employment. Other research and analyses will also look at issues around access and use of financial services; and developing skills for enterprise set-up and upgrading through linkages to markets and financial services.

The project's main interventions are classified into two: the component on Skills and Women's Economic Empowerment (WEE) will benefit rural women in the targeted communities, while the component on working conditions will benefit women workers in both the private and public sectors through promoting Women Workers' Rights (WWR).

The direct beneficiaries will be the policy makers in key Ministries which include the Ministry of Women's Affairs, Gender and Community Development(MWAGCD), Ministry of Public Service, Labour and Social Welfare (MoPSLSW), Ministry of Small and Medium Enterprises Development and Cooperatives (MoSMEsCD); Ministry of Youth, Indigenisation and Economic Empowerment (MYIEE), Ministry of Agriculture, Mechanization and Irrigation Development (MAMID) and Ministry of Justice Legal and Parliamentary Affairs (MJLPA) including social partners and financial service providers. The capacity of the Ministries, social partners and the financial service providers will be strengthened to enable them promote women economic empowerment and women workers' rights.

Capacity Strengthening: The programme will provide capacity strengthening of government ministries and departments for advocacy; skills gap analysis and development of programmes for women economic empowerment; gender mainstreaming and gender analysis and auditing using ILO tools including the ILO Participatory Gender Audit (PGA) and the TREE methodology. Other tools like the Service Quality Check for Supporting Female and Male Operated Small Enterprises (FAMOS) and the Training Manual for partnering with Men to address Gender-based Violence in the Workplace and the ILO Training Manual on Women Workers and their Rights (2010) will also be promoted. The programme will mainly seek to strengthen the capacity of identified private sector service providers (selected MFIs) and institutions to design and implement demand driven training programmes for women and to ensure that the MFIs provide services and products that are accessible and relevant for youth women and women in general. Policy makers and social partners in promoting gender equality in the workplace, through legislation and policy review represented by Employers' Confederation of Zimbabwe (EMCOZ) and the Zimbabwe Congress of Trade Unions (ZCTU) respectively will be provided by the programme

Technical inputs will be provided by relevant UN agencies and the ILO through the Gender Coordinating Unit (Turin Centre), ILO Specialists and local master craftspersons and Vocational Training Centres (VTC).

Advocacy and awareness-raising: Advocacy towards lawmakers, government, and decision-makers for ratification and implementation of the ILO's gender equality Conventions, and for the inclusion of women workers' rights in law and practice will be promoted. The ILO will also scale up advocacy towards government and development partners; including other UN Agencies for increased participation of tripartite partners in gender equality programmes and gender mainstreaming through the job/livelihood creation and improving working conditions.

The project will promote the application and ratification of the Workers with Family Responsibilities Convention, 1981 ([No. 156](#)) and the Maternity Protection Convention, 2000 ([No. 183](#)) with a view to improve the working conditions of women in both the public and private sectors. The project will promote the effective implementation of the ratified ILO gender equality Conventions: Equal Remuneration Convention (No. 100) and the Discrimination (Employment and Occupation) Convention (No. 111). Other relevant international labour standards touching on the rights of women will also be promoted especially the Domestic Workers' Convention, No. 189 and Recommendation concerning HIV and AIDS and the world of work, 2010 (No. 200) in collaboration with other on-going programmes in this area. The primary entry for this advocacy and application of international labour

standards will be the Labour Act, which is currently being reviewed in line with comments of ILO supervisory bodies related to freedom of association and collective bargaining.

The project will promote application of other international labour standards aimed at promoting decent work for women in the informal economy and agricultural activities, particularly the promotion of safety and health in use of chemicals and tools.

To facilitate dialogue, data and information gathering exercises on gender differences in the usage of formal financial services, maternity protection, domestic work and other working conditions issues including workplace GBV, HIV and AIDs will be conducted to facilitate and inform national dialogue on promotion of women workers' rights. The information collected will also include pressures placed on boys and men to conform to gender stereotypes in the world of work.

Skills development for Women Economic Empowerment: The skills development programme will engage in community dialogue to promote women's participation in economic activities by promoting the benefits of this for women and men, the family and the community as a whole. The project, as an integrated component, will adopt the on-going Skills for Youth Employment and Rural Development methodologies and in particular the TREE as well as the microfinance components to reach out to poor women in the rural areas. The Skills project has existing provincial and district level implementation structures, in nine provinces and over 30 districts, as well as partner MFIs that will provide credit facilities to the women beneficiaries of the JPGE to enable them establish individual and/or group enterprises. Priority on selection of the pilot districts will be given to rural districts that are already benefitting from the Youth Programme. In this way, the costs for setting up and training the required structures will be minimised.

This element will promote income generation and local development, emphasizing the role of skills and knowledge for creating new economic and employment opportunities for the poor young women and women, in the rural and informal economy. The approach will consist of a set of distinct but coherent processes, to guide the articulation of local development initiatives as well as identification and implementation of income generation opportunities. Starting with institutional arrangements and planning among partner organizations at the national and local levels, these processes aim to systematically identify employment and income generating opportunities at the local level; design and deliver appropriate training programmes; and provide the necessary post-training support, for instance to access credit and markets.

A principal cross-cutting concern will be to foster income generating opportunities that are environmentally sustainable. The project will encourage identification of activities that will both protect the environment and improve incomes thereby creating green jobs in selected sectors such as energy and environmental friendly agriculture. Techniques to enhance land use through reforestation and improved composting for improved agricultural productivity will also be encouraged.

HIV and AIDS will be mainstreamed in the programme for women to better access their rights, including sexual and reproductive rights, and lower their vulnerability to HIV. Gender equality and women's economic empowerment increases the bargaining power of women to negotiate safer sex, and may also help women afford and have access to HIV testing and counselling services and treatment and thus improve their quality of life. Opportunities will also be explored to empower women with disabilities.

4.1 Introduction

4. Logical framework

The logical framework of the project is linked directly to the parent UN Joint Programme on Gender Equality logical framework under PILLAR III: **WOMEN'S ECONOMIC EMPOWERMENT AND WORKING CONDITIONS**.

UN Joint Programme on Gender Equality Results and Resource Framework:

Outcome 3.1: Policies and legislation that support women's economic empowerment, access to resources and decent working conditions are adopted and implemented

<i>Output 3.1.1: Select policies, institutional frameworks and legislation governing women's economic empowerment, access to resources and decent working conditions gender mainstreamed</i>	
<i>Activity: 3.1.1.2: Support development and implementation of a strategy and action plan for promoting decent working conditions among women's workers in the public and private sectors (formal and informal)</i>	
<i>Activity 3.1.1.3: Capacity strengthening in advocacy, gender mainstreaming, gender policy analysis, implementation and monitoring for policy changes with responsible spheres and institutions</i>	

Outcome 3.2: Women's control and ownership in key economic sectors increased

<i>Output 3.2.1: Improved access to financial and technical resources to women entrepreneurs</i>	
<i>Activity 3.2.1.1: Develop capacity of training providers and other actors in implementing needs-based employable skills and entrepreneurship training programmes, providing post training support and carrying out trainee progress and follow-up assessments</i>	
<i>Activity 3.2.1.2: Design and deliver capacity strengthening in gender and enterprise development through business development service providers</i>	

4.2 Development Objective

To create decent employment and economic opportunities for women and promote gender equality through skills development and improve working conditions

4.3 Outcomes

Outcome 1: Increased capacity of women and women's groups to identify and exploit economic opportunities for employment and self-employment for women

Description of Indicators	Target
1. Skills development programmes targeting women are designed and organized on the basis of assessments of labour market opportunities especially in the rural areas.	Three(3) programme developed for 700 women
2. Legislation and/or policy relevant to the economic empowerment of women are reviewed	One(1) policy/legislation reviewed
3. Beneficiaries placed in wage- or self-employment on completion of skills training, as reflected through post-training support	560 women placed in self and or wage employment and linked to existing micro-finance funds.
<ul style="list-style-type: none"> • Output 1.1: Skills gap analysis(training needs assessment completed) and economic opportunities identified • Output 1.2: Training programmes designed and delivered for women to meet local economic opportunities • Output 1.3: Post training support for wage and self employment delivered to training beneficiaries • Output 1.4: Knowledge and awareness raising campaigns/dialogue conducted towards women economic empowerment(inc. financial inclusion of women) among women, policy makers and other stakeholders • Output 1.5: Sensitization programme/workshops organized to raise awareness among stakeholders on the tools and methodologies for women economic empowerment(inc. financial inclusion of women). • Output 1.6: Inputs and positions developed by tripartite partners for consideration in legislation and policy reviews and programmes related women economic empowerment 	

Outcome 2: Capacities for promotion of women workers' rights is [strengthened](#)

Description of Indicators	Target
1. A capacity-building activity for relevant officials on the enforcement and/or promotion of non-discrimination laws and policies is implemented.	Two(2) plans developed
2. Legislation, regulations, or policies, or national or sectoral programmes/strategies, are adapted to improve working conditions, including for women workers, in one or more specific areas: maternity protection, work-family reconciliation, domestic work, OSH, HIV/AIDS, working time and work organization	One(1) position paper on WWRs developed; Legislation/policies and programmes including Labour laws and regulations adapted to integrate working conditions clauses
3. An awareness-raising strategy on non-discrimination/women workers' rights and improving working conditions is launched by one or more constituents, in one or more specific areas: maternity protection, work-family reconciliation, domestic work, OSH, HIV/AIDS, working time and work organization.	At least two(2) awareness-raising strategies on non-discrimination/women workers' rights and improving working conditions
<ul style="list-style-type: none"> • Output 2.1: A situational study on maternity protection, work-family reconciliation, and domestic work, OSH, HIV/AIDS, working time and work organization for women in Zimbabwe is conducted. • Output 2.2: Employers and workers organisations trained/sensitised to promote equality (non-discrimination) and working conditions for women and their views integrated into sectoral policies, strategies and programmes, legislation and regulations.. • Output 2.3: A training strategy for improving working conditions is implemented by one or more of the tripartite constituents in one or more specific areas: maternity protection, work-family reconciliation, domestic work, OSH, working time and work organization. • Output 2.4: Sensitization workshops on tools and methodologies for improving women workers' rights including promotion of Equality and other relevant ILO Conventions conducted. • Output 2.5: Inputs and positions developed by tripartite partners for consideration in legislation and policy reviews and programmes related to women workers' rights and working conditions. 	

5. Comparative advantage and partnerships

The ILO will add value through the unique tripartite structure. It is through the ILO that the MoWAGCD is able to reach out to the Workers' and Employers' Organizations.

The advocacy for promoting Women Workers' Rights in the labour legislation will be based on the ILO Equality Conventions. In particular, there is stakeholder buy-in and priority attention from all stakeholders to promote application and ratification of C. No 183, C156 and C189.

The Participatory Gender Audit (PGA) Facilitation Tool, the Training Manual for partnering with Men to address Gender-based Violence in the Workplace, the TREE Methodology; lessons drawn from the implementation of the Women Workers Rights (WWR) Project in Zambia using the FAMOS tool and Manuals on partnering men to address GBV in the workplace as well as the Manual on Women Workers and their Rights (2010) are some of the experiences that will be embraced within the JPGE and will be applied in capacity building activities of this project. A Rapid Assessment on the knowledge and awareness on women's workers rights in both the formal and informal sectors of the economy will be conducted to inform training and sensitisation activities.

In particular, the TREE methodology will serve as a model for the JPGE component on women economic empowerment. Lessons and synergies will be drawn from the existing SKILLS Programme for Youth Employment that is being implemented by the government and social partners in Zimbabwe.

6. Assumptions and Risks

The project strategy assumes the existence of continued commitment to promoting gender equality among ILO constituents and stakeholders working in Zimbabwe. It is also assumed that there will be the necessary technical and financial commitment to implementing the project's activities through funding of activities described above. The existence of a clear and costed output budget (See Annex 1) should make it clear what has to be done, by whom, and by when. This should serve to mitigate this risk.

As with any exercise necessitating co-operation between various agencies to agree on targets and work toward them, there are risks that consensus may not be reached, or that the goals will be over-ambitious. However the track record of cooperation within the UN on gender issues to date is one of the successes of the UNDAF process. The project also assumes there will be the requisite technical resources to support implementation of the project's activities through joint programming with relevant UN and ILO units, including the Specialists on Gender, International Labour Standards (ILS) both in the DWT/Pretoria and the ILO Inclusive Labour Markets, Labour Relations and Working Conditions Branch (INWORK) and Gender, Equality and Diversity Branch (GED) Branches in Geneva.

7. Implementation, Monitoring & Evaluation and Sustainability

7.1 Implementation arrangements

The overall joint programme will operate under a pass-through funding modality, as per the regulations set out in the Standard Memorandum of Understanding (MoU) for Joint Programmes using Pass-Through Fund Management, and the Standard Administrative Arrangements for Joint Programmes using Pass-Through Fund Management. The ILO and UNWOMEN have signed a Standard Memorandum of Understanding (MoU) for Joint Programmes using Pass-Through Fund Management together with other participating UN agencies (UNDP and UNFPA).

The project will be managed by ILO Country Office for Zimbabwe (CO-Harare) with technical backstopping support from the relevant Specialist(s) from DWT/Pretoria and the ILO Gender, Equality and Diversity Branch (GED) and Inclusive Labour Markets, Labour Relations and Working Conditions Branch (INWORK) in collaboration with the relevant Government Ministries, as well as the social partners.

The funds for the project will be decentralized to Harare, which will retain administrative and technical oversight on implementation. This will be achieved through the engagement of a National Programme Coordinator. The NPC will be responsible for the day to day implementation of the project including the delivery of outputs in collaboration with other participating UN agencies.

A tripartite steering committee will oversee the implementation of the project.

Administrative Agent: UN Women will act as the administrative agent and has the accounting responsibility for the overall Joint Programme for Gender Equality. The ILO will receive funds to implement activities under Pillar III as a Participating UN Organisation in accordance with instructions from the Joint Programme Steering Committee (JPSC), taking into account the budget set out in the Joint Programme Document, as amended in writing from time to time by the JPSC.

Participating Organisations: Implementation of the Joint Programme will be the responsibility of the participating UN agency and will be carried out in accordance with the applicable regulations, rules, directives and procedures of each agency. Indirect costs of the participating UN organisations recovered through programme support costs will be 7 percent. All other costs incurred by each participating UN organisation in carrying out the activities for which it is responsible under the Joint Programme will be recovered as direct costs.

The participating UN organisations recognise that the donors reserve the right to discontinue future contributions if reporting obligations are not met as set forth in the Administrative Arrangement; or if there are substantial deviations from agreed plans and budgets. Each participating UN organisation will establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds disbursed to it from the Joint Programme Account. Each participating UN organisation assumes full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent.

This project will be recorded as a stand-alone project in ILO books under Technical Cooperation Symbol **ZIM/14/01/UNW** and a separate budget recorded in ILO systems.

7.2 Monitoring and evaluation

This UN Joint Programme on Gender Equality component will be evaluated in line with ILO Guidelines on Evaluation. As the overall allocation to the ILO under the JPGE is \$1,000,000, ILO Guidelines on Evaluation dictate that annual reviews and a mid-term review and a final evaluation will take place, in such a way so as to satisfy the requirements for a mid-term and final evaluation, one of which should be independent. These will be scheduled in such a way that they contribute to the overall JPGE evaluation. The overall UN JPGE will be subject to a Mid-Term Review and an end of project evaluation.

Monitoring visits will be conducted as part of project implementation.

7.3 Sustainability and knowledge sharing

The long-term focus of the project will be on building the capacity of constituents and other stakeholders in terms of staffing, structure and the substance of their work to foster and promote gender sensitive approaches to women economic empowerment, and to improving working conditions for women. In the long-term the project will seek to enhance legislation and policies through integration of working conditions clauses and women workers' rights especially labour legislation and regulations. In terms of women economic empowerment, the project will seek to build capacities to support women entry and growth within value-chains; especially provision of critical financial resources for business start-ups, product and market development.

8. Timing

The JPGE is a three (3) year programme that is expected to start with effect from in July 2013 to June 2017.

Policy coherence

Outcome 19 Mainstreaming Decent Work: Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies

<input type="checkbox"/> Outcome 2 Skills Development: Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth	<input type="checkbox"/> Outcome 5 Working Conditions: Women and men have better and more equitable working conditions	<input type="checkbox"/> Outcome 10 Workers' Organizations: Workers have strong, independent and representative organizations	<input type="checkbox"/> Outcome 15 Forced Labour: Forced labour is eliminated
<input type="checkbox"/> Outcome 3 Sustainable Enterprises: Sustainable enterprises create productive and decent jobs	<input type="checkbox"/> Outcome 6 Occupational Safety and Health: Workers and enterprises benefit from improved safety and health conditions at work	<input type="checkbox"/> Outcome 11 Labour Administration and Labour Law: Labour administrations apply up to date labour legislation and provide effective services	<input type="checkbox"/> Outcome 16 Child Labour: Child labour is eliminated, with priority being given to the worst forms
	<input type="checkbox"/> Outcome 7 Labour Migration: More migrant workers are protected and more migrant workers have access to productive employment and decent work	<input type="checkbox"/> Outcome 12 Social Dialogue and Industrial Relations: Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations*	<input type="checkbox"/> Outcome 17 Discrimination at Work: Discrimination in employment and occupation is eliminated
	<input type="checkbox"/> Outcome 8 HIV/AIDS: The world of work responds effectively to the HIV/AIDS epidemic	<input type="checkbox"/> Outcome 13 Decent Work in Economic Sectors: A sector-specific approach to decent work is applied	<input type="checkbox"/> Outcome 18 International Labour Standards: International labour standards are ratified and applied