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The Road Map

for the

African Women's Decade: 2010-2020

Prepared by

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African Union Commission

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1.0 Introduction

The United Nations has championed the global campaign for advancement since its creation in 1945, with creation of the Department of Advancement on Women (DAW) in 1946. Through DAW, women's participation and involvement in leadership and decision making has been a prominent agenda item in a series of United Nations International Conferences and Conventions. DAW was instrumental in organizing the four World Conferences on Women from Mexico City, through Copenhagen and Nairobi to Beijing, China, the Fourth World Conference on Women. In addition, the International Conference on Population and Development (ICPD), the International Conference on Human Rights held in Vienna in 1993 and the World Conference on Social Development held in Copenhagen in 1994 helped build momentum for Beijing Conference. While these conferences have produced frameworks aimed at promoting and achieving gender equality, the real work has been done by women themselves. Major outcomes of these efforts added momentum to the implementation of Beijing Platform for Action and Dakar PFAs and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

While the Beijing PFA promotes the concept of gender mainstreaming as central and critical to inclusive and participatory development; CEDAW on the other hand emphasizes the importance of equal participation of women and men in public life.

A common African position on effective promotion and the advancement of African women is expressed in the African Platform for Action, adopted by the Fifth Regional Conference on Women (Dakar 1994), which integrated regional views, priorities and agenda for the formulation of policies and implementation of concrete and sustainable programmes for the continent. This was developed in consonance with the Nairobi Forward-looking Strategies, the Kampala Action Plan and also in line with the Abuja Declaration on Participatory Development; The Role of Women in Africa in the 1990s, the Convention on the Elimination of All Forms of Discrimination against Women, and

declarations at international and regional levels; these Platforms for Action aims to accelerate the social, economic and political empowerment of all women at all levels and at all stages of their lives.

This African Women's Decade presents a renewed opportunity for further realization and improvement of women's participation. It is now evident that the African women's contribution forms a critical part of the global women's movement. Africa women's brilliance, creativity, hard work, commitment and unwavering determination to shape their own destiny have made them visible globally. The increasing evidence that the inclusive participation in decision-making and exposure to gender related matters through capacity building, education and women's empowerment, among others, are necessary to achieving gender equality in Africa persuaded the Assembly of AU to declare 2010 -2020 as the African Women's Decade through African Union Assembly Declaration 229(XII).

The need for ownership, commitment and compliance with reporting requirements on cross-cutting gender issues resulted in the development of a new framework, operational strategies and road map for the advancement of gender equality and women empowerment in the continent.

The underlying conviction for this new process includes:

- The need for meaningful participation and increased collaboration of key stakeholders on women issues through capacity building, effective programming and movement building;
- Increased investment on gender equality for the Decade with corresponding improved participation of women in aid effectiveness;
- Demonstrable commitment by Member States through implementation of key regional and global agreements on women's rights and development;
- Need to develop and adopt required best practices for the enforcement of agreed protocol at all levels;
- Requirements for developing appropriate framework for tracking the performance and relevance of gender outputs, and results;

- Profound appreciation of poverty determinants and linkage with the grassroots through adoption of a holistic development approach;
- The need to strengthen key relevant regional organizations and international institutions such as the Regional Economic Communities (RECs), Africa Peer Review Mechanism (APRM) and the New Partnership for Africa's Development (NEPAD) for integration purposes; and
- Ownership and drive requirements for the implementation of the various gender policies developed by the AU as well as those of developed by other relevant Regional Economic Communities and AU Member States, with vital speed and commitment.

1.1 Goal of the Decade

The goal of the decade is to cascade, in concrete terms, the execution of commitments on gender equality and women's empowerment from the grass roots, national and regional to continental level.

1.2 Objectives of the Decade:

The objectives of the Decade include the following:

- To preserve and build on the African women strength in the women movement and leverage on global and regional political goodwill for the advancement of African women;
- To usurp the opportunity for African women to provide leadership in rejuvenating the global women's movement, with a focus on youth and grassroots women; and
- To maintain the drive for empowering African women and marshal resources for the performance and relevance of the Decade.

2.0 Justification for the African Women's Decade

The idea of a Women's Decade was hatched by the United Nations at the Mexico City First World Conference on Women (1975). African women as key players in world global women's movement were actively involved in the United Nations Women's Decade finalized at the First World Conference on Women. They continued to participate and leverage on the Women's Decade and its mid-term reviews held in Nairobi, Kenya in 1985. With a robust history of global participation and local consultation on women's right and gender equality, African women have contributed to enriching discussions on women empowerment and gender equality for over three Decades. The highlights of participation during this period include the following:

- The First World Conference on Women (FWCW), Mexico City, Mexico (1975)
- Second World Conference on Women (SWCW), Copenhagen, Denmark (1980)
- Third World Conference on Women (TWCW), Nairobi, Kenya (1985)
- Fourth World Conference on Women , Beijing, China (1995)

Equally, the Assembly of Heads of States of the African Union has demonstrated consistent leadership in promoting and advancing gender equality in the continent. These efforts evidently visible in the development of the AU Gender Policy and its 10 year implementation plan have contributed robustly to reaching decisions on the implementation of vital gender equality instruments in Africa. Key decisions taken in the last few years include those of Article 4 (1) of the Constitutive Act of the African Union as enshrined in the Parity Principle, the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa, and the Solemn Declaration on Gender Equality in Africa (SDGEA).

The AU Heads of States continue to promote international and regional agreements on gender equality and women development through states' support for efforts to domesticate various gender equality commitments such as the Beijing and Dakar Platforms for Action and the Millennium Development Goals (MDGs) with special consideration for achieving MDG 3 on Gender Equality and Women's Empowerment.

2.1 Justification for the Roadmap

The achievability of the African Women's Decade is dependent upon clear and specific guidelines carefully drafted on measurable and realistic terms that are capable of enhancing current interventions on gender equality as well as the advancement of the rights of women and girls.

However, in spite of African leadership best efforts at bridging the gender gap, lack of technical capability in tracking gender instrument performance and the diverse socio-cultural settings of the continent continue to serve as barriers to gender equality and women advancement.

Consequently, the decade will focus on utilising gender tools to influencing perception on cultural stereotypes, management and investment decisions, unfavourable gender power structure and tokenism. This will be actualised by taking prompt actions against the risk of gender policy evaporation in practice through actualisation of the decade's objectives.

Recognizing the barriers to achieving gender goals, the decade will be utilised to encourage inclusive participation of stakeholders to boost the performance of the decade by drawing on the experience, knowledge and creativity of men and women for developing innovative gender balancing strategies that will enhance gender equality and women development across the continent.

The commitment to gender equality is further embedded in the African Charter on Human and Peoples Rights, which is strengthened by the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa, the AU Solemn Declaration on Gender Equality in Africa (SDGEA) and the Post Conflict Reconstruction and Development Policy agreed to by the AU Heads of State and Government in 2006.

To enhance equal socio-economic and political contribution of men and women, African Union Member States demonstrated their commitment to the UN international legal framework stressing the value of democratic principles and gender equality as signatories to international agreements such as the Convention for the Elimination of All

Forms of Discrimination Against Women (CEDAW). Though this action acknowledges the role of men and women in development, it does not distinguish and calculate the specific contribution of women.

Also, in recent times, the UN Millennium Development Goals are considered across Africa as effective instrument to combating gender inequalities relating to poverty, health and the environment.

The African women's role through the various stages may have been as crucial as the different instrument utilised to measure progress in gender mainstreaming efforts, but gender equality agenda still remains largely under-achieved in Africa.

Some of the reasons for the lacuna, as earlier identified, are poor gender-based information and data management culture as evident in reporting processes. Others include limited capacity and other resources for the promotion of gender related issues, and lack of political support at the national level from the executive and the legislative arms of the government. In spite of the progress made at the continental level in terms of gender mainstreaming, especially with the introduction and adoption of gender equality principle, AU Member States are still very reluctant in integrating gender into the development and resource allocation process.

However, in order to reinforce its commitment to gender equality, the AU, in addition to making efforts to institutionalize gender mainstreaming through the creation of a functional Gender Management System (GMS) has also developed a Gender Policy for the African Union Member States. The Gender Policy is expected to be amplified by AU Member States and Regional Economic Communities (RECs).

The AU Gender Policy offers an opportunity for the advancement and achievement of gender equality between men and women as well as facilitates the inclusion of gender issues in the African agenda. The resultant effect of this Policy has been the increased awareness of the role of women in Africa's development and a demonstration of official commitment to recognizing gender related attributes in Africa. The Policy underlines the need to discover and utilize methods and processes that will assist in the restructuring

of existing institutions to focus on gender equality as well as the creation of African Women's Trust Fund as a supportive mechanism in this regard.

The AU Gender Policy is a four-part document indicative of the historical background to gender issues in Africa, policy goals, objectives, principles, values, targets, and commitments as well as institutional framework for its implementation.

The Policy provides the basis for the eradication of obstacles to gender equality in African and for steering gender equality accomplishment through the execution of other global commitments on gender equality, such as CEDAW and the MDGs,

The AU Gender Policy commitments are hinged on the following premises:

- Fostering enabling and stable political environment that permits compliance with and enforcement of the AU 50/50 gender parity principle at all levels;
- Legislation and legal protection against discrimination for ensuring gender equality;
- Mobilizing and encouraging multi-stakeholder partnership process for the implementation of the AU Gender Policy;
- Integration and harmonization of gender policies and resources through the Regional Economic Communities (RECs) and related organs;
- Mobilizing and allocating resources for the implementation of the AU Gender Policy at regional, national and local levels;
- Building the capacities of key stakeholders for gender mainstreaming;
- Implement gender mainstreaming in all key-issues sectors of development and across institutional strata; and
- Promoting effective involvement and participation of women in peacekeeping and security and efforts aimed at reconciliation, reconstruction and development.

This policy instrument is deemed to be achievable through the creation of a Gender Management System (GMS), designed to ensure progress for gender equality through political will, effective stakeholder engagement and empowerment as well as monitoring

of policy implementation. This stand informed the adoption of the Gender Policy by AU Member States.

3.0 Framework and Strategy for the Road Map

The aim of the Decade's Road Map is to advance gender equality by reinforcing equal partnership between men and women between 2010 and 2020. To achieve this, existing instruments will be strengthened and supported through an inclusive grassroots bottom-top approach. The proposed theme for the Decade "**Gender Equality and Women's Empowerment (GEWE): A Bottom-Up Approach**" aptly describes the focus of the Decade.

4.1. Framework

Following the extra-ordinary meeting of Ministers of Gender and Women Affairs in Maseru, Lesotho in December 2008, the AU Ministers for Women Affairs and Gender encouraged the AU to commence wider consultation engender to generate success for the African Women's Decade. The Ministers' call was further bolstered by the Assembly Dec. 487 (XIV) decision that declared 2010-2020 as African Women's Decade.

The course of action was further strengthened by a half day brainstorming roundtable held at the African Union Hall, New York on Sunday 01 March 2009, and by brainstorming opportunities provided for the Minister's meeting and African Women Leaders in New York on the decade's ideas and roll out by the 53rd CSW Session.

Subsequently, the African Group in New York deliberated on the African Women Decade to form their inputs into the Decade.

A set of guiding principles was developed for the decade and it includes the following:

1. Providing adequate resources allocation for programmes and activities during the Decade; this is against the background of inadequate resources and poor implementation of past commitments by member states

2. Reinforcing and safeguarding women's gains so far
3. Scaling up and ring fencing funding for gender equality and women empowerment programmes to prevent encroachment by current economic crises
4. Reinforcing benchmarks and mechanism to ensure implementation of decisions taken regarding the Decade
5. Building capacities, and developing adequate data and indicators for measuring the decades results.
6. Ensuring practical application of the gender parity principle
7. Providing opportunity for linkages with the grassroots
8. Focusing on the implementation of all policy documents (such as the SDGEA, the AU Protocol on Women and CEDAW) already adopted by Member States. This process also covers campaign to mobilize support and political will for the attainment of target by AU Heads of States commitment at global and regional levels.
9. Encouraging development partners to complement regional gender commitment
10. Recognizing the need on integration of NEPAD within the structure of the AU
11. Underlining and foregrounding the role of men
12. Championing the accelerated implementation of the AU Gender Policy and the Economic Communities as well as Member States Gender Policies.

The draft recommendation for implementation suggests the Decade will be implemented in phases, with the Phase 1 spanning the period 2010 – 2015. To demonstrate its commitment, the AU Experts' Meeting on the Status of Reporting and Implementation of the SDGEA and on the African Women's Decade 2010 – 2020 that was held in May 2009 in Banjul, the Gambia, also chose every 31st July as Pan African Women's Day to commemorate the Decade.

The Decade will focus on developing appropriate communication and advocacy strategy in-terms of the target audience, the methodology and procedure for achieving the following results:

- Improved advocacy mechanisms
- Increased level of lobbying
- Increased resource mobilization for the implementation of the Decade activities and
- Increased level of participation by young African Women's Movements

A variety of programmes to achieve the above results were identified and these include:

Improved Advocacy Mechanisms

To generate key messages, and create awareness as well as elicit understanding that will result in a change of beliefs on gender issues. Key outputs to determine improved advocacy mechanism have been identified to include:

- Building information sharing forum
- Simplification and translation of the SDGEA and other relevant instruments to local languages to stimulate participation of all stakeholders
- Public consultation and awareness
- Parliamentary Interactive Forum
- Gender Based Social Responsibility Initiative

Increased level of lobbying

- Mapping of stakeholders
- Establishing effective lobby groups across levels (governments and organized groups)
- Building capacity and skills for lobbying
- Strengthening gender focal points in all institutions
- Male involvement and collaboration in the gender focal points at all levels

Increased resource mobilization for the implementation of the Decade activities

- Integration of Gender into Budgeting process
- Gender budgeting creation in all institutions
- Gender Equality Fund
- Development of legal and legislative framework for fund generation e.g. monitoring of gender fund utilization.

Increased level of participation by young African Women's Movement

- Young women mobilization at local and national levels
- Leadership and self-assertiveness programme for in and out of school young women
- Creation of competition and award schemes to motivate the participation of young women at community and national levels
- Establishment of forum for information and experience sharing by young women
- Launching and Implementation of National Grass Roots Projects

4.2. The Phases of Programme Activities

The details of the Decade's programme activities is provided below though it can accommodate additional activities based on the outcome of the mid-term review (2015) and the emerging issues.

The step-by-step procedure for Phased programmes of activities has been identified and reproduced below in table 4-1 below:

Table 4-1: Details of Activities for the African Women's Decades

List of Activities	Description	Timing:	Indicative Budget (US\$)
Phase I			
<ul style="list-style-type: none"> Development of communications 12 strategies, plan and foundational issues with relevant stakeholders 	Coordination meetings (20,000) between programme management team and policy makers Stakeholders' engagement to screen and scope processes for the determination of issues to be resolved	Phase 1 250,000.00 50,000.00	300,000.00
<ul style="list-style-type: none"> Articulation of Pre-launch activities 	Develop Media Plan – TV / Radio programme and publication of print materials and logistics plan Develop Community Engagement Plan Generate debates focusing on the decade	Phase 1 200,000.00 50,000.00 20,000.00	270,000.00
<ul style="list-style-type: none"> Sensitization and popularization 	Community consultation with men and women at the grassroots to gather inputs across levels and address issues of cultural taboos and repugnant traditional practices 53 x 100,000.00	Phase 1 to end of Decade 53 x 10,000.00	530,000.00

<ul style="list-style-type: none"> Six sub-regional consultations (including the Diaspora) closing with a launching conference at the regional level through a bottom-top approach to encourage inclusive participation. 	<p>Inclusive participation of stakeholders 6 x 100,000.00</p>	<p>Phase 1</p>	<p>240,000.00</p>
<ul style="list-style-type: none"> Launching of the African Women's Decade Day in October 2010 and featuring its theme's on Pan African women's Day (July 31) 	<p>Networking with individuals, corporations, groups and government on gender issues.</p> <p>Create gender awareness to promote gender equality and women development in Africa through organized event</p>	<p>Phase 1 53 x 40 x 2,000.00</p>	<p>2,122,000.00</p>
<ul style="list-style-type: none"> Conduct benchmark survey on status of women at national level 	<p>Developing ToR for survey</p> <p>Conducting gender sensitive research at the grassroots level</p>	<p>Phase 1 5 x 150,000.00</p>	<p>250,000.00</p>
<ul style="list-style-type: none"> Mobilization of resources and creation of engagement mechanism at the national level for the Decade 	<p>Identification of sources of funds at the national, regional and continental level for effective implementation of the decade</p>	<p>Phase 1 200 x 50 x 5</p>	<p>200,000.00</p>
<ul style="list-style-type: none"> Creation of African Women Trust Funds 	<p>This fund will be set up to support all activities that will promote gender equality at the national and sub-national level</p> <p>Set up Coordinating and</p>	<p>Phase 1 10,000.00</p>	

	<p>Fund Management Framework.</p> <p>Definition of Area of focus and activities to be covered by the fund</p> <p>Monitoring of Fund Utilisation and documentation of best practices</p>	<p>20,000.00</p> <p>10,000.00</p> <p>20,000.00</p>	<p>250,000.00</p>
<ul style="list-style-type: none"> • Introduction of Gender Based CSR Initiatives 	<p>This initiative will ensure that women and gender becomes the major focus of private sector organisation in the execution of their CSR projects many of which are gender blind today.</p> <p>Re-engineering and Engagement with Organised Private Sector in Africa</p>	<p>Phase 2</p> <p>50,000.00</p> <p>50,000.00</p>	<p>100,000.00</p>
<ul style="list-style-type: none"> • Linkage with Women Parliamentary Caucus 	<p>This forum will be created in all the MS of AU to serve both as advocacy platform that will provide gender related information for legislative activities of national parliaments</p>	<p>Phase 2</p> <p>250,000.00</p>	<p>250,000.00</p>
<ul style="list-style-type: none"> • Preparation and planning of Heads of State Gender Debate 	<p>This will essentially prepare the political actors especially the Heads for the planned in a manner that will guarantee and sustain their</p>	<p>Phase 1</p>	

	commitments towards gender equality in Africa.	530,000.00	
	Activities will include the setting up of lobby group with MS and HOS as well as the drafting of Debate Outcome which essentially should improve on the implementation status of SDGEA and the Protocol	53 x 10,000.00 530,000.00	1,060,000.00
<ul style="list-style-type: none"> • Launching of National Grass Root Gender Initiatives 	These are set of programmes that translate policy to action programmes in the area of economic empowerment, rights empowerment, social and health empowerment, etc	Phase 1 53 x 10,000.00 530,000.00	530,000.00
<ul style="list-style-type: none"> • Thematic focus – identification and selection of themes to reflect revival of intellectual ideas. Emergent issues to consider include HIV/AIDs; Climate Change, Water and Gender, Armed Conflict, Women’s Rights, Partnership and Collaboration with men on gender equality; Mentoring of the less experienced by the more experience on critical issues such as drug abuse; Poverty and livelihoods sustainability; Gender Parity Campaigns; Land availability / ownership – regarding cultivation at a commercial scale; women suffrage and 	These are lists of issues that each of the stakeholders will be encouraged to focus during the decade. A variety of activities, programmes and initiatives are expected to drive their bearing from these thematic focus during the entire period of ten years and beyond	Phases 1	

participation in politics and governance; Gender role in decision making, Access to credit; investment and management, Management and access to natural resources; ageing, drugs, reproductive health issues such as maternal infant mortality and malaria etc		53 x 50,000.00	2,650,000.00
<ul style="list-style-type: none"> Monitoring and Evaluation 	The M& E will be based on agreed indicators. Activities will include:	Phase 1 100,000.00	350,000.00
	Organization of training resources to develop monitoring and evaluation capacity	100,000.00	
	Development of Performance Measurement Plan	50,000.00	
	Evaluation of existing gender equality protocols and instruments	50,000.00	
	Development of funding monitoring plans	50,000.00	
<ul style="list-style-type: none"> Mid-term review of the Decades programme outputs, etc 	Performance and progress measurement for inputs to the design and management of Phase 2	Mid Term 53 x 5,000.00	265,000.00
Phase II – Continuation of implementation			
<ul style="list-style-type: none"> Thematic focus – Continuation of implementation of on-going activities and identification and selection 	These are lists of issues that each of the stakeholders will be encouraged	Phases 2	

<p>of new activities under selected themes to include HIV/AIDs; Climate Change, Water and Gender, Armed Conflict, Women’s Rights, Partnership and Collaboration with men on gender equality; Mentoring of the less experienced by the more experience on critical issues such as drug abuse; Poverty and livelihoods sustainability; Gender Parity Campaigns; Land availability / ownership – regarding cultivation at a commercial scale; women suffrage and participation in politics and governance; Gender role in decision making, Access to credit; investment and management, Management and access to natural resources; ageing, drugs, reproductive health issues such as maternal infant mortality and malaria etc</p>	<p>to focus during the decade. A variety of activities, programmes and initiatives are expected to drive their bearing from these thematic focus during the entire period of ten years and beyond</p>		<p>2,650.000.00</p>
<ul style="list-style-type: none"> Monitoring and Evaluation 	<p>The M& E will be based on agreed indicators. Activities will include:</p>	<p>Phase 2</p>	
	<p>Resources to develop monitoring and evaluation capacity</p>	<p>100,000.00</p>	
	<p>Development of Performance Measurement Plan</p>	<p>50,000.00</p>	
	<p>Evaluation of existing gender equality protocols and instruments</p>	<p>50,000.00</p>	
	<p>Development of monitoring plans</p>	<p>50,000.00</p>	<p>350,000.00</p>

<ul style="list-style-type: none"> Final review and evaluation of the Decades programme outputs 	Performance and progress measurement for inputs to the design and management of Phase 2	Final evaluation	530,000.00

The Role of Stakeholders

Stakeholder consultation is regarded as an integral part of raising the visibility of gender issues and output of the Decade's programmes. This covers the development of creative strategies to achieve outcomes, which are consistent with the overall objective of gender equality and women empowerment for the Decade.

For the purposes of achieving successful outcome, it is needful to generate broad base support to cover stakeholders who are either impacted or may be interested in the Decade's programme. There is need to identify and communicate with appropriate policy makers and the wider population as awareness building and understanding can only be achieved through the adoption of a people centred approach that is capable of eliciting support and commitment to the movement. A map of the Decade's stakeholders have been provided below

Table 4-2 – Key Gender Stakeholders

Stakeholder Group	Component
Policy Makers	AU Assembly of Heads of States and Government / Executive Council

	Member States Parliamentarians
Civil Society Organisations	International and local NGOs, Community and faith based organisations, academic institutions, labour unions, individuals, lobbyists, men, women etc.
Media	International and local, print and electronic media
International Organisations	The United Nations (and all relevant organs)
Practitioners and Technocrats	Officials and staff of the United Nations System (and all relevant organs), NEPAD, Gender Management Team (GMT), AU Women, Gender and Development Directorate, National Gender Commissions, Expert Committees, Technical Working Groups, Gender Task Forces, line Ministries and agencies such as Ministries of Women Affairs of national governments (national women and gender structures), Regional Economic Communities (RECs), Ministries of National Planning and Statistics etc.
Private Sector Operators	Multi-national Companies, Indigenous companies, professional associations and groups etc.

A two-way multiple communication strategy between stakeholders is required to enhance commitment, and measure progress in the delivery of all existing protocols on

discrimination and other rights against women and girls. Subsequently, partnership and information sharing among international and local stakeholders are crucial to effective programming and response.

Multi-partnership approach, that encourages appropriate linkages between policy-making organisations with the desired political power and goodwill, and practitioners such as non-governmental organisations and technocrats with the relevant technical expertise as well as donor agencies possessing the required financial muscles will therefore, engender the achievement of the desired results for the Decade.

The high rate of poverty, especially among women, demands appropriate cost-efficient stakeholders engagement strategy to promote integration of the grassroots who constitute a large number of uninformed, impoverished, oppressed and conflict prone population.

To further boost stakeholder gender relationship, consistent and iterative efforts must be adopted to woo and enlist the involvement of men and women to elicit a gender based win-win negotiation approach to achieve the overall objective of gender equality and the advancement of women and girls.

The Decade is deemed to underscore the performance and relevance of existing policy documents, such as the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa, the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the SDGGEA, to ensuring compliance with full development and advancement of women at all levels. It recognizes that any attempt to jettison existing instruments will amount to grave reputational, financial and time-cycle cost for the region.

Table 4-3 - Women's Decade: 2010 – 2020 Work Execution Plan

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
1	Sept 2009	To harmonize interest of key stakeholders on programme content and form for the Decade	Internal Review of the roadmap	Set up Review committee Collate / review materials	Technical Sessions within the AUC	Consultant and the AU Gender Directorate Technocrats	Improved and more acceptable Road map Document and gender mechanism	
	Nov. 2009	To maintain the drive for empowering African women and marshal resources for the performance and relevance of the Decade.	Set up a Women's Decade Coordinating Committee	Map and invite appropriate stakeholder Develop ToR for the committee	Experts' Meeting	AU Gender Directorate	Improved advocacy mechanism	

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
		<p>To supervise and coordinate the activities relating to the Decade for effective implementation</p> <p>To maximize available expertise within the continent in an inclusive manner</p>						
2	Oct – Nov 2009	To create a variety of channels and products to target and attract specific stakeholders	Developing communication strategy	<p>Screen and Scope gender issues</p> <p>Develop message and identify messaging processes</p>	Enhanced information sharing and communication processes through consultation, reporting, the web, media and partnership with relevant agencies	Gender practitioners / technocrats, Consultants, African Union Member States and line ministries and agencies, the Media, Multi-lateral donor agencies,	Increased level of participation	

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
		To stimulate participation of all stakeholders	Produce IEC materials, and prepare public consultation and disclosure strategy	<p>Establish effective lobby groups across levels</p> <p>Simplify and translate SDGEA and other relevant instruments to local languages</p> <p>Create disclosure tools and delivery centres</p> <p>Mobilize resources for public consultation and disclosure</p>	<p>such as the CSOs and other groups</p> <p>Engagement of member states, national governments, sub-national authorities and grassroots organizations</p>	CSOs, and other relevant stakeholders		

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
3	Jan – Dec 2010	To support strategy and framework for the implementation of the Decade's programmes and recommendation To determine the status of Member States on gender issues	Gather information on current status of agreements, capacities and resources that will support the Decade Develop data bank from primary and secondary data sources	Conduct benchmark survey at national level	Developing appropriate stakeholder engagement mechanism	AU Technocrats, AU Consultants, National Gender Policy makers and Experts	Increased level of lobbying	
4	Jan to Mar 2010	To preserve the role of the African women in gender movement building and leverage on global and regional political	Pre-launch activities: Consultation on implementation process	Conduct field visits for consultation with relevant stakeholders	Meetings, Focus Group Discussions, establishing information centre, Field Visits,	All stakeholders plus AU Gender... plus Coordinating Committee	Increased level of lobbying	

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
		<p>goodwill for the advancement of women's rights</p> <p>To generate inclusive participation on programmes through consultation with national and local stakeholders</p>		<p>Conduct media briefings</p> <p>Develop logistics plan for launch</p> <p>Develop communication processes and messaging</p>	<p>courtesy calls, press conferences</p> <p>Practitioners / Technocrats / CSOs representatives</p> <p>Online internet consultation for stakeholders</p>		Increased participation	
5	May 2010	<p>To market and build awareness on programmes for the Decade</p> <p>To involve the participation of the</p>	Launching	<p>Develop Media Plan</p> <p>Plan and organize</p>	<p>Documentation of media activities, types of media, target audience and timing</p> <p>Decentralize launching process</p>	AUC, Member States, NGOs, National governments, multilateral donor organizations, CSOs		

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
		general public		launching event Mobilize stakeholders participation	Debates, Discussions, News report consultation and commemorative events			
6	2010–2020	To generate a bottom-top participation process across levels (Reports from these consultation will feed into the overall national report and implementation process)	Develop procedure for consultation to generate information collection on current gender status of policies, protocols and issues using on line consultation and discussion	Create forum for information and experience sharing by stakeholders including young women		All Stakeholders	Increased level of participation, number and types of consultation at the sub-national, national and regional levels on decade related	

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
			<p>groups.</p> <p>Committee Consultation</p> <p>Forum Consultation</p> <p>Consultation with AU and member states - 2010 to 2020</p>	<p>Analysis of information</p> <p>Identify discussions and set up groups</p>	<p>Organisation of workshops, technical sessions, online discussions, dialogues and meetings that will integrate the Decade's thematic areas</p>	<p>AU Expert and Technocrats</p> <p>AU Technocrats, AU Consultants, National Gender</p>	<p>activities</p>	

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
			<p>Community Engagement - Consultation with men and women on gender programme designs and financing options</p> <p>Analysis of information</p> <p>Utilize gender</p>	<p>Creating awareness and engendering participation</p> <p>Collect information at household-level and community-level on gender issues</p>	<p>Set up gender equality and women empowerment clusters</p> <p>Field visits to gather information on households and community gender relations</p>	<p>Policy makers and Experts</p> <p>National and local governments, NGOs, CBOs, FBOs</p>		

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
			<p>policy analysis to determine current status of gender issues locally</p> <p>Mobilize stakeholders participation</p>	<p>Raise awareness on gender and participation issues within the context of the environment</p> <p>Organise town hall meetings on gender and participation issues at the grassroots, utilizing a people centred, contextual approach</p> <p>Organise rallies,</p>	<p>Developing modules for behavioural changes and Train local leaders on mobilization and counseling strategies</p>	<p>National and local</p>		

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
			including young women at national and local levels	match on context specific gender and participation issues Set up counseling, education and information centres at grassroots level for victims of rights abuse		government and Ministries of Women Affairs		
		To facilitate legislation on gender issues at national and local levels	Creating Gender parliamentary interactive forum	Establish effective lobby groups across levels Facilitate integration of	Developing advocacy, lobbying and definitive communication processes to encourage	National and local governments, NGOs, CBOs, FBOs	Increased level of lobbying at MS Parliaments Improved	

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
				<p>international and regional gender protocols into national laws and statutes</p> <p>Track formulation of legislative policy</p> <p>Facilitate the integration of gender in budgeting process</p> <p>Facilitate the development of legal and legislative framework for</p>	<p>mindset and behavioral changes</p>		<p>advocacy mechanism</p>	

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
				fund generation				
7	2013-2020	To engender national and grass roots participation in the events of the decade	<p>Launch and Implement National Grass Root Projects</p> <p>Engage men and women at the grassroots in a participatory manner to understand gender issues, differences and similarities on</p> <p>Organise discussions on emergent issues such as climate</p>	<p>Explore grassroots participants experience and views on gender</p> <p>Assess policy performance in terms of grassroots equitable impact</p> <p>Present translated versions of gender protocols and instrument to men and women in the</p>	<p>Engage men and women at all levels in a participatory manner to understand gender issues, differences and similarities using folklore theatre, puppet show, slogan writing, participatory videos, audio cassettes, distribution of pamphlets and Manuals, small group meeting,</p>	Affected National Ministries and Agencies, NGOs, CBOs, FBOs, Community leaders, Men, Women and Youth	<p>Number of MS that Launched National Grass Roots Projects.</p> <p>Type and number of Grass Roots Initiatives</p> <p>Increased participation at the grass roots</p>	

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
			<p>change, access to and management of natural resources (including water use), entrepreneurship development, power relations, maternal and infant mortality, sustainable livelihoods, literacy, teenage pregnancy, schools drop outs, drug abuse, flooding,</p> <p>Facilitate the</p>	<p>grassroots to ender participation</p> <p>Develop issues-matrix locality by locality</p>	<p>march, bicycle rally, role play, simulation, participatory exercises etc.</p>			

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
			<p>appointment of more women as extension rural workers and advocate for extension services to women farmers</p> <p>Train grassroots men and women in gender and participation issues</p> <p>Train grassroots, women, men, youth and leaders in community mobilization</p>					

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
			<p>strategies on gender and participation</p> <p>Set up grassroots counseling units on rights, health and conflict issues</p> <p>Facilitate credit linkages for grass roots enterprises through community based organizations (CBOs) and FBOs</p>					

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
8	Annually: 2010- 2020	To stimulate robust participation in resolving emergent gender issues	Declare and celebrate Africa's Gender Equality Day	<p>Choose a thematic focus annually for discussion on emergent gender issues</p> <p>Produce and launch documentary / film on gender issues</p> <p>Print and distribute souvenirs to commemorate day</p>	Maintain and sustain visibility for the African Women's Decade	AUC and Line Ministries of member states	<p>Increased level of participation</p> <p>The number of MS that celebrate the Gender Equality Day</p> <p>Outcome and Impact of the day on national gender policy and programmes</p>	

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
				<p>Organise gender programmes across states to promote gender equality and women development in Africa</p> <p>Present medals / awards to deserving individuals / state / group on contribution to various categories on gender</p>				

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
				equality and women development				
9	June 2011 to 2020	To mobilize resources To provide adequate funding for national gender apparatus	Creation of National Gender Equality Fund	Facilitate the creation of national gender equality fund Advocate for special policies to enable women have access to credit	Developing recommendations Creating pool funds for specific activity / tasks Partnership / collaboration with multi-lateral donor agencies Lobbying of national government / line ministries for increased budgetary allocation for gender related programmes		Increased resources mobilized for the decades activities (Volume of funds, number of programmes funded and amount, number of organisations / groups with access to funds etc.)	

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
10	Jan 2010 - Apr 2010	To assess performance and relevance of indicators	Set up Monitoring and Evaluation system Develop strategy and content for	Develop common M and E standards Develop diverse range of assessment instrument	Knowledge sharing and learning to boost M and E through electronic network Gather and analyse primary		Increased number and frequency of M and E reports	

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
		To build the capacity of gender team for reporting, data collection and monitoring	<p>sharing</p> <p>Conduct gender focused and disaggregated monitoring at national and grassroots levels</p> <p>Training and Capacity Building at policy, technical and operational levels</p>	<p>Set up M and E Task Force</p> <p>Monitor utilization of gender equality fund</p> <p>Monitor existing Gender Monitoring System</p> <p>Develop capacity for monitoring</p> <p>Build capacity and skills for lobbying</p> <p>Develop</p>	<p>and secondary data</p> <p>Field, Monthly, quarterly report and mid-term reviews</p>			

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
				<p>leadership and self-assertiveness programme for in and out of school young women</p> <p>Set-up mentoring programmes for the guidance of the less experienced by the more experienced on critical social, health, economic and political issues</p> <p>-</p>				
11	Jan – Jun 2015	To encourage implementation	Conduct Reviews	Assess national government	Roundtable discussions	AU Technocrats, AU Consultants,	Increased number of	

S/N	Time frame	Objective(s)	Activity	Tasks	Strategies	Responsible Agents	Monitoring Indicators	Budget Estimate (to be decided in consultation with Gender Directorate)
		<p>across levels</p> <p>To generate feedback for 2nd phase programme design and management</p>		<p>compliance with existing international and regional agreements such as CEDAW, SDGEA</p> <p>Conduct mid-term review</p> <p>Conduct final evaluation of Decade</p> <p>Develop reporting process on deliverables and milestones</p>		National Gender Policy makers and Experts, CSOs	domesticated / decentralized protocols, instruments and agreements	

3.0 Monitoring and evaluation

To achieve the overall objective(s) for the Decade, a localized monitoring and evaluation process should be established to track outputs and performance measures toward the achievement of results within a particular context. These indicators will be disaggregated by:

- i. location
- ii. type of institution
- iii. age
- iv. education
- v. religion and
- vi. gender where applicable.

The number of indicators to be measured should be defined prior to the commencement of the Decade.

A number of indicators highlighted for measuring results include the following:

- a) Impact Indicators – these are indicators such as the number of stakeholders identified, the number of collaboration / partnerships, number of language translations of relevant protocol documents, number of programmes and participants (disaggregated by gender), number of gender focal points, number of persons provided technical training with types of training, number of public discourse and consultation programmes, number of gender sensitive financial laws/regulation per region, number of young women participation per region, volume of funds generated, number of award schemes, number of forums established for information sharing and experience sharing with number of participants etc
- b) Process Indicators – existing institutional structures and mandate, linkages between international / regional gender agreements and implementation at national as well as local levels, system of reporting and frequency, current

administrative and legislative framework that support linkage between organizational and gender machinery personnel performance, management and utilization of gender related information and data etc.

- c) Assumption indicators – required for measuring essential conditions that may negatively impact the accomplishment of the Decades objectives and results
- d) Milestones – will be utilized to track specific outputs relevant to the achievement of the programme cycle. Such activities may include the review of compliance level with existing gender equality instruments, assessment of country specific formulated strategy for the African Women Decade, develop short-term strategic plan, review mid-term strategic plan, prepare and evaluate life-of-programme targets.

The process will also generate baseline data from both primary and secondary sources for the monitoring of the performance and relevance of the Decade's activities.