



## **Facilitator and organizer guide**

# Gender-responsive Local Economic Development:

BASIC LEVEL COURSE FOR LOCAL GOVERNMENT OFFICIALS

## Introduction



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The UN Capital Development Fund makes public and private finance work for the poor in the world's 46 least developed countries (LDCs). UNCDF offers "last mile" finance models that unlock public and private resources, especially at the domestic level, to reduce poverty and support local economic development. UNCDF pursues innovative financing solutions through: (1) financial inclusion, which expands the opportunities for individuals, households, and small and medium-sized enterprises to participate in the local economy, while also providing differentiated products for women and men so they can climb out of poverty and manage their financial lives; (2) local development finance, which shows how fiscal decentralization, innovative municipal finance, and structured project finance can drive public and private funding that underpins local economic expansion, women's economic empowerment, climate adaptation, and sustainable development; and (3) a least developed countries investment platform that deploys a tailored set of financial instruments to a growing pipeline of impactful projects in the "missing middle."

UN WOMEN is the UN organization dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN WOMEN was established to accelerate progress on meeting their needs worldwide. UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.

# Acronyms

<b>CSO</b>	Civil Society Organization
<b>ECOSOC</b>	Economic and Social Council (United Nations)
<b>GR LED</b>	Gender-Responsive Local Economic Development
<b>HLPF</b>	UN High-Level Political Forum on Sustainable Development
<b>LDC</b>	Least Developed Country
<b>LDP</b>	Local Development Plan
<b>LEA</b>	Local Economic Assessment
<b>LED</b>	Local Economic Development
<b>LG</b>	Local Government
<b>LRG</b>	Local and Regional Government
<b>LRGAs</b>	Local and Regional Government Associations
<b>MDGs</b>	Millennium Development Goals
<b>MSME</b>	Micro-, Small- and Medium-Sized Enterprises
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>PPP</b>	Public Private Partnership
<b>SDGs</b>	Sustainable Development Goals
<b>SME</b>	Small- and Medium-Sized Enterprises
<b>ToT</b>	Training of Trainers
<b>UCLG</b>	United Cities and Local Governments
<b>UNCDF</b>	United Nations Capital Development Fund
<b>UNDP</b>	United Nations Development Programme
<b>UN-Habitat</b>	United Nations Human Settlements Programme
<b>WEEI</b>	Women Economic Empowerment Index

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## Course modules

### Module 0: Preparatory assignment

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### Module 1: Gender, local economic development (LED) and Sustainable Development Goals (SDGs)

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- Session 0** Course introduction
  - Session 1** Conceptualizing sex and gender
  - Session 2** Gender roles and gender division of labour
  - Session 3** Access and power relations in gender
  - Session 4** Gender concepts
  - Session 5** Local economic development and gender responsiveness
  - Session 6** Sustainable Development Goals (SDGs), LED and Gender
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### Module 2: Engendering local economic development for greater economic growth and improved standards of living for all

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- Session 1** Unfolding the present situation
  - Session 2** Gender and markets in local economies
  - Session 3** Gender inclusive LED, unpaid work and opportunity costs
  - Session 4** GR LED planning
  - Session 5** Women's participation in planning and implementation of GR LED
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### Module 3: Local government and gender-responsive local economic development

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- Session 1** Ideal GR LED and its priorities
  - Session 2** Strategizing GR LED in the constituency
  - Session 3** Policies and structures
  - Session 4** Tools for operation, monitoring and learning
  - Session 5** Onboarding relevant stakeholders
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### Module 4: Strengthening gender-responsive LED through enhancing private sector initiatives

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- Session 1** Recapitulation
- Session 2** Enabling environment for GR LED
- Session 3** Gender-responsive financing
- Session 4** Gender-responsive investment pipelines
- Session 5** Gender-responsive local economic assessments (LEA)

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## Module 5: Public-private gender-responsive investment

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- Session 1** Engendering LED plans
- Session 2** Women Economic Empowerment Index (WEEI)
- Session 3** Evaluating projects through WEEI
- Session 4** Action plan

## Module 6: Developing gender-responsive and SDG-consistent LED proposals for investment

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- Session 1** Overall progress of the project proposals
- Session 2** Presentation of proposals of different constituencies
- Session 3** Ranking of the proposals

## Annexes

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- Annex 1:** Session A & B, sample for daily start up and wrap up
- Annex 2:** Sample daily schedule of the course

## Course background

The integration of gender equality into economic policies and political decision-making remains a global challenge, especially at the local level. Creating an enabling environment that supports gender-responsive local economic development interventions is key in addressing barriers to the economic empowerment of women. The **Inclusive and Equitable Local Economic Development Programme (IELD)**, co-implemented by UNCDF, UNDP and UN Women from 2016 to 2020 with generous funding from Switzerland, aims to increase local public and private investments for women's economic empowerment. The programme strives to address barriers by deploying locally driven solutions that engage both the public and private sector with an emphasis on unlocking domestic capital for the economic empowerment of women by: 1) building local government capacities for gender-responsive local economic development; 2) creating an enabling environment for the economic empowerment of women and 3) designing a pipeline of gender-responsive investments with transformative impact.

Gender-based inequalities are becoming more evident and have even been exacerbated during the COVID-19 pandemic. Yet at the same time, the COVID-19 crisis is an opportunity to redefine social norms, economies and socio-economic relations. Local governments are leading COVID-19 responses around the world and are on the frontlines of citizen engagement, public service delivery and management of public resources and spaces. Ensuring that local economic interventions are gender responsive is essential in the COVID-19 crisis. This window of opportunity for resilient, inclusive economic recovery must not be missed.

Developed as part of the Inclusive and Equitable Local Development Programme (IELD), this course aims to increase the capacity of local and regional governments for gender-responsive local economic development policies, interventions and public and private sector investments. Gender-responsive institutions are imperative for a sustainable structural transformation towards gender equality. These modules are vital for the enhancement of local government competencies for business development and growth.

The course focuses on local economic development planning including both public and private local investments. Support to governmental officials starts well before the course is initiated, and, after the five-day training course, post-course support is also provided during implementation of their newly acquired knowledge in their respective villages. The continuous follow-up bridges the gap between learning and implementing and ensures the commitment of participants.

## Course objectives

This guide is designed to assist gender-responsive local economic development (GR LED) facilitators and other practitioners so that they can facilitate this course for potential LED planners, international development agencies and local authorities to identify and address the different needs and priorities of women and men, facilitating their full participation at every stage of the LED process and contributing to gender equality in local economic life.

Using this guide will enable facilitators and practitioners to:

- **Clarify** the crucial importance of equitable participation of women and men for the sustainability of inclusive economic development at the local level;
- **Capacitate** local planners to develop GR LED strategies by assessing local economic contexts from a gender perspective;
- **Relate** GR LED to the SDGs as a commitment and obligation of national and local governments for achieving the 2030 Agenda; and
- **Identify** the barriers and analyse the way to ensure women's participation in every stage of LED, onboarding the private sector and other stakeholders as key contributors.

## Course structure, content and duration

The course modules are to be presented over seven full days in three major phases with one preparatory module. Altogether, the project is a journey of seven to eight months.

- **Phase Zero**, a preparatory assignment included in Module 0 will be completed by the participants at least three weeks prior to **Phase One**.
- **Phase One** includes Modules 1, 2 and 3 and takes place over three days.
- One month later, **Phase Two** will present Modules 4 and 5 on two days.  
A five- to six-month gap follows Phase Two, during which participants will work on preparing a GR LED proposal for their constituency (as defined in the action plan from Phase Two).
- Five to six months later, **Phase Three** will be conducted with Module 6.

### Phase Zero

**Content:** ■ Module 0: Preparatory assignment

**Timing:** ■ Completion three weeks *before* Phase One

**Module 0** will be done at least three weeks prior to Phase One with the primary objective of encouraging participants to arrive at the training programme with a basic understanding of the local economy and its gender structure, along with existing local government programmes and policies. The preparatory assignment will also achieve the following:

- Develop a good rapport between the organizers, participants and facilitators.
- Familiarize the participants with relevant concepts of GR LED.
- Initiate brainstorming, preparing participants for the content of the main course.

### Phase One

**Content:**

- Module 1: Gender, local economic development (LED) and Sustainable Development Goals (SDG)
- Module 2: Engendering local economic development for greater economic growth and improved standards of living for all
- Module 3: Local government and gender-responsive local economic development (LED)

**Timing:** ■ Three weeks after completion of preparatory assignment

**Module 1** introduces basic gender and economic concepts related to gender-responsive local economic development (GR LED) and links them to the Sustainable Development Goals (SDGs), which are important for policy and programme interventions at the local level. Practical examples and appropriate adult learning methods and materials are used to create a common understanding of key concepts and to demonstrate the importance of mainstreaming gender in the design and implementation of local and regional policies and programmes.

**Module 2** enhances the knowledge and skills of local planners to apply the gender lens in their analysis of the local context for LED planning. The module focusses on some crucial issues related to gender-responsive local development planning (LDP) such as the negative impacts of excluding women from access to resources and jobs; the benefits of infrastructure; the economic benefits of equal sharing of unpaid work amongst men and women; steps for ensuring women's participation in LED processes; and the importance of assessing local development endeavours from gender perspectives. The module also introduces essential steps to be taken by planners before the planning of a GR LED.

**Module 3** focuses on the role of the local government (LG) in planning, strategizing, implementing and monitoring the GR LED. This module also emphasizes reviewing existing policies, laws and other structural opportunities and deficiencies related to GR LED. The module introduces tools for assessing contexts and integrating gender perspectives into LEDs such as gender budgeting and gender budget statements. Such tools allow local policymakers and planners to integrate gender responsiveness into LED policies and programmes. Identifying ways to get the relevant stakeholders onboard in support of women entrepreneurs is also an important part of the module.

## Phase Two

### Content:

- Module 4: Strengthening gender-responsive local economic development through enhancing private-sector development
- Module 5: Public-private gender-responsive investment

### Timing:

- One month after Phase One

**Module 4** provides guidance on how local governments can facilitate the creation of an enabling environment in order to boost gender-responsive private sector development, entrepreneurship, and local economic development. This module delivers a deeper understanding of the structural barriers that women-owned businesses face which prevent them from accessing value chains. Module 4 also emphasizes figuring out gender-responsive structural and regulatory supports, equitable financing and investments. This module introduces the local economic assessment (LEA) as an integral part of GR LED planning processes and lays out the steps of planning GR LED projects and strategies.

**Module 5** introduces the Women's Economic Empowerment Index (WEEI), a tool developed by UNCDF, UNDP and UN Women to evaluate and support the financing of investable projects that directly promote women's economic empowerment in the least developed countries (LDCs). Module 5 reviews participants' understanding of gender responsiveness based on the knowledge they have gained from the course through hands-on exercises on including a gender perspective in existing local development plans from their constituency and evaluating a fictional PPP investment plan using the WEEI tool. At the end of the module, the participants will prepare an action plan for developing a new GR

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