WOMEN'S LEADERSHIP AS A ROUTE TO GREATER EMPOWERMENT

DESKTOP STUDY

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ACRONYMS

CEPPS	Consortium for Elections and Political Process Strengthening
DRG	Center of Excellence on Democracy, Human Rights and Governance (USAID)
EPT	Elections and Political Transitions
GII	Gender Inequality Index (UNDP)
IDEA	International Institute for Democracy and Electoral Assistance
IPU	International Parliamentary Union
MENA	Middle East and North Africa
MP	Member of Parliament
NGO	Non-Governmental Organization
PMP	Performance Monitoring Plan
PR	Proportional Representation
UNDP	United Nations Development Program
USAID	United States Agency for International Development
WAG	Women's Action Group

EXECUTIVE SUMMARY

The "Women's Leadership as a Route to Greater Empowerment" project seeks to map and assess selected USAID programs dedicated to enhancing women's leadership and political empowerment. This desktop study covers 56 programs identified by the Elections and Political Transitions (EPT) team of the Center of Excellence on Democracy, Rights and Governance (DRG), carried out in more than 50 countries between 2008 and 2013. The report provides an overview of program approaches and results globally; it is supplemented by five country case studies (Cambodia, Georgia, Kenya, Mexico, and Jordan) which offer an in-depth assessment of the women's political empowerment context and the program results achieved in each country. Two other studies include collecting data for 20 countries on the extent of women's leadership in elected and appointed government positions and mapping work on women's leadership and political empowerment in other USAID offices and bureaus. A two-day workshop in Washington DC with other donors, academics and implementing partners is being convened to discuss and disseminate the results.

Key Findings of the Desktop Study

USAID/DRG/EPT-supported programs reach women leaders in politics globally

The selected USAID programs to promote women's leadership and political empowerment reach 55 countries in five regions, with more than half of the programs concentrated in Africa and Asia. In most cases, women's political empowerment is a secondary objective of broader transition and democratic strengthening programs. This made it difficult to track the overall funding for the women's empowerment program activities. However, information was available for the women-focused programs which showed that they were relatively small. Five of the ten were under $150,000 each. All of the women's political empowerment program activities operated over relatively short time frames, usually one to three years.

No single definition of leadership or empowerment; a holistic approach

The concept of "women's leadership and political empowerment" is applied broadly across USAID programming, reflecting a relatively holistic approach to the political process. It recognizes that women may play a variety of political roles —voters, activists, candidates, elected officials — and thus the need to empower women in all ways. Activities are organized in this report according to four moments of intervention — transition, pre-election, election and post-election phases — that vary in terms of content and focus, related to the different imperatives of each stage.

Activities address key imperatives in transitions and during the electoral cycle

USAID programs use common activities to address key imperatives during each of the four phases. Constitution development and women's leadership in peace processes were a major focus during the transition stage. Pre-election programs emphasized work with political parties, training of prospective female candidates, civic and voter education, mobilization for gender quotas and establishing and strengthening women's networks. During election time, the primary focus was on training actual female candidates, voter education, recruiting and training electoral observers and ensuring the implementation of gender quotas. Following elections, key activities included establishing and strengthening women's networks, capacity building for newly elected women,

creating and strengthening women's caucuses, policy dialogues on women and gender issues and pressuring elites to adopt gender quotas.

Important results and strategies despite significant challenges for women

Common achievements across USAID programming included the candidacy and election of women who had received training, development of action plans by political parties to incorporate women, initiation and strengthening of women's networks, electoral or legal reforms promoting gender equality, media coverage increasing awareness of women's political empowerment and increased voter participation rates in elections.

These achievements must be appreciated within the context of shared challenges in many countries including political conflict, which generates insecurity and uncertainty; uncooperative governments; lack of women's resources, stemming from illiteracy, lack of education, paid employment and political experience; cultures that are not responsive to or supportive of women's role in public life; and shortages of human and financial capital from local actors and donor agencies to ensure the success and long-term impact of program activities.

Several strategies stand out for maximizing resources and transforming the status quo: new guidelines, policy statements and training to strengthen institutional gender capacity; reaching out to male allies in parties and parliaments; partnering with local organizations as implementers and local parties and female leaders as trainers and advocates to enhance the local relevance and sustainability of interventions; leveraging limited resources through the training of trainers and other network strategies to reach more women; and engaging civil society organizations to reach greater numbers of female voters and candidates.

Illustrative quantifiable results

Quantitative analysis yielded findings that may be considered illustrative, due to the variety of indicators and gaps in documentation. A count of results for the five most common activities shows the potential for cross-program reporting: with an average of 27% of the programs reporting, at least 3,372 women were trained as prospective or actual candidates; 359 women were elected from among those trained; and 1,244 women reported improvements in political skills or efficacy. At least 366 parties adopted policies to increase numbers and viability of female candidates, and at least 4,150,796 women received voter education.

Several correlations, significant at 90 percent or higher, show interesting patterns in how USAID designs and manages these programs: USAID spends relatively more money on these programs in countries that are not yet Freedom House-rated electoral democracies; where parliaments have lower proportions of women, USAID devotes more activities to the aim of electing more women; conversely, where parliaments have higher proportions, USAID's focus turns to elected women's leadership, establishing women's caucuses and pursuing policy initiatives. The highest-performing programs were in countries with higher percentages of women in parliament and higher income levels. Programs that focused on elections exclusively were less likely to perform well. The highest-performing programs were managed with fewer key indicators than others; three to five indicators associated with key activities are more manageable than six or more.

Recommendations for Future Programming

Focus on key women's leadership and political empowerment activities

Future programs should build on the best of recent programming and close gaps identified in this review by focusing on particular activities and strategies in each of the phases. Whenever possible, programs should be designed to cover all phases of the electoral cycle to maximize impact. Selected recommendations follow.

Transition imperative: Enhance women's inclusion and gender perspective in political processes, constitution and institution development

- Expand training opportunities and availability of resources to facilitate women's participation in peace processes.
- Advocate for international commitments to ensure women are included in peace negotiations and transitional governments, and their implementation.
- Raise greater awareness among governments regarding the need for and benefits of including women in peace negotiations, peace-building efforts, and constitution-drafting processes.

Pre-election imperative: increase supply of and demand for female candidates

- Provide ongoing training opportunities for prospective female candidates, starting as far ahead of the next elections as possible, engage local female leaders as trainers and use more quality training of trainer methods.
- Continue to work with political parties to gain commitments to gender equality, including the increased nomination of female candidates.
- Lobby for placement mandates in gender quota legislation to ensure that women are placed in winnable districts and positions on electoral lists.

Election imperative: cultivate demand for female officeholders

- Remind political parties of existing quota requirements and engage electoral authorities to ensure quota implementation.
- Combine candidate training programs with initiatives to raise public awareness on the benefits of electing women.
- Encourage the recruitment of female election monitors, partisan and nonpartisan, and provide gender training to election monitors, male and female.

Post-election and governance imperative: empower women as policymakers

- Provide post-election briefings, orientation and training programs for newly elected female MPs, who may not have the same access as men to existing mentoring and sponsorship networks.
- Mobilize interest and resources for establishing and strengthening parliamentary women's caucuses.
- Provide technical assistance to campaigns for gender quotas and/or to strengthen existing legislation.

Increase funding and improve program design and management

The relatively low levels of funding for women's leadership and empowerment activities are not sufficient for USAID to achieve its gender policy objectives in the area of elections and political transitions. USAID should increase funding for these activities at the same time that it improves its program design and management practices to better plan, track, and report the results of its work. USAID should consider requiring disaggregated budget figures (as a percentage of the total award, for example) for program objectives or activity streams supporting women's leadership and political empowerment, enabling the agency to better track funds invested to achieve these results.

Build shared understanding of women's leadership and political empowerment as integral components of DRG programs.

USAID adopted its new Gender Equality and Female Empowerment policy in 2012, toward the end of the time frame of these programs, so future DRG programs should see a marked improvement in the extent to which they integrate the kind of activities outlined above. However, DRG experts in women's leadership and political empowerment could do a better job of demonstrating the gains in governance and development from enhanced women's leadership and political empowerment.

Complement gender integration with strategic advice to assist missions to identify country level strategic objectives for women's political empowerment.

Given the competition for funding among many deserving objectives and the increasing sophistication in programming options contributed by studies like this, missions require assistance in developing appropriate strategic level objectives for their countries.

Ensure that clear goals, approaches and results for women's political empowerment are well-integrated into broader programs — from the start of three-to-five-year programs.

- Disaggregate women as a group and as a sub-group of targets, especially when objectives of increased inclusiveness are intended to include youth, disabled and other marginalized groups. All of the latter include females.

- Analyze and use disaggregated data on women when it is reported to revisit program directions and adjust activities as needed to meet objectives.

- Increase length of women-focused activities to allow time to achieve sizeable and sustainable changes. USAID should avoid "one-off" activities and design programs that respond to the capacity building needs of women leaders before, during elections and after they are elected.

Use fewer indicators (three to five) and increase use of outcome (as compared to output) indicators.

- Set standards and build capacity, if needed, to select more meaningful indicators. Reporting key outcomes, especially if they can be rolled up across programs, will go a long way towards improving USAID's ability to understand its achievements.

Ensure complete and consistent reporting.

- More effectively require implementers to submit complete planning and performance management documentation.

DESKTOP STUDY OF WOMEN'S LEADERSHIP AND POLITICAL EMPOWERMENT PROGRAMS

I. INTRODUCTION

Recognizing the critical role of women in global development, governance, and security, USAID's Gender Equality and Female Empowerment Policy commits the agency to incorporating "more effective, evidence based investments in gender equality and female empowerment" into its core programming (Rajiv Shah, p. iv). The **Women's Leadership as a Route to Greater Empowerment** learning project of the Center of Excellence on Democracy, Human Rights and Governance (DRG Center) contributes to agency-wide efforts to strengthen programs to improve women's leadership and empowerment in politics and the public sphere. The learning project contributes relevant and useful evidence for future programming in women's leadership and political empowerment from USAID's own experience and current academic research.

The Women's Leadership learning project includes five key components: (1) a desktop study of 56 programs (2008-2014) supported by the DRG Center; (2) five country case studies chosen from the desktop study programs; (3) an "agency map" of USAID programs, research and training managed from Washington to promote women's leadership in the public sphere; (4) a pilot test of a new model for measuring women's leadership and political influence across government; and (5) a final learning meeting in Washington, D.C., to share findings and discuss future programming and learning agendas with agency leaders, other donors, academics and civil society.

The purpose of this desktop study is to analyze the types of programs to increase women's political leadership and empowerment identified by the DRG Center. The report shows how these USAID programs define women's political empowerment, examines their technical approaches, and assesses their reported achievements and results. The study highlights noteworthy program activities, challenges and promising strategies while providing recommendations for future programming by the agency.

1. Research Background

Literature on gender and politics provides several concepts useful for understanding the dynamics and factors shaping opportunities for women's leadership and political empowerment.

A key starting point is the distinction between two types of political representation: descriptive representation, which refers to the group characteristics of elected individuals, and substantive representation, which is the promotion of group interests through policymaking (Pitkin, 1967). While these two facets of representation may be mutually reinforcing, they do not necessarily coincide: Some elected women may not focus on promoting issues of concern to women, just as some men in office may be effective advocates for women as a group. Attending to both types of representation is essential for achieving broader political empowerment, ensuring women's participation in political deliberations while establishing gender equality as a goal of all public policy (Krook and True, 2012).

Until recently, a great deal of statistical and case study work generated largely consistent findings identifying factors leading to greater numbers of women being elected. This work found, for

example, that women's descriptive representation tended to be higher in states with proportional representation (PR) electoral systems, with high levels of social and economic development and female education and labor force participation (Caul, 1999; Paxton, 1997). However, this consensus has been challenged by recent dramatic shifts in patterns of female representation around the globe, at the same time that researchers have expanded their focus beyond advanced Western democracies (Matland, 1998; Yoon, 2004).

Traditional explanatory factors appear to have lost traction, with women coming to office in countries that do not have PR electoral arrangements and that are at low levels of development, and where women's status is relatively poor. The role of democracy also remains relatively ambiguous, with some authoritarian regimes having high numbers of women in politics while some long-standing democracies have few women in power (Paxton, Hughes and Painter, 2010). These findings challenge ideas about structural and contextual determinants of women's descriptive representation, highlighting the need for explicit strategic interventions — like quotas — to alter reigning patterns of access.

At the same time, dramatic shifts in women's descriptive representation — especially in regimes where the civil and political liberties of citizens are drastically curtailed — raise questions about the substantive meaning of women's presence in parliament (see special issue of *Women's Studies International Forum* 41[2], 2013). Further, even research on established democracies casts doubt on a straightforward relationship between improvements in the number of women elected and increased policy gains for women as a group. Although some scholars and practitioners explain this in relation to the absence of a critical mass of female officeholders — meaning that gains will materialize once women's numbers reach a particular threshold — newer studies focus on factors that might limit or enhance opportunities for women in politics to translate policy preferences into legislative initiatives on behalf of women (Childs and Krook, 2009).

Limiting factors consist of institutional rules and norms that are biased toward men, undermining women's ability to integrate female perspectives into policymaking. Facilitating factors include institutional innovations, like women's caucuses and women's policy agencies, which support a gendered lens (Palmieri, 2011). Party discipline also shapes the policy positions that women are likely to take once they attain political office, at the same time that some party ideologies offer greater or lesser opportunities for women to pursue gender equality concerns. In other words, supporting greater substantive representation for women requires going beyond an exclusive focus on numbers to explore other strategies — like the creation of women's caucuses or gender equality committees (Markham, 2012) — that might support these goals.

A second set of concepts emerges from a basic political recruitment model, which presents a four-stage path to elected office: those eligible to run, those who aspire to be candidates, those who are nominated to run and finally those who are elected to office. The first transition, from eligible to aspirant, depends on the supply of female candidates, which is shaped by the resources and motivations of individual women. The second transition, from aspirant to nominee, reflects the demand for female candidates, which is influenced by elite evaluations and biases regarding who is viewed as a "good" candidate (Norris and Lovenduski, 1995). The third transition, from nominee to elected official, stems from the results of elections.

Since little evidence suggests that voters are biased against female candidates when casting their votes (Matland and Tezcur, 2011; Murray et al., 2012),[1] the number of women nominated and elected to political office — as the economic model proposes — results from the interaction between supply and demand, highlighting the need to address both as part of efforts to elect more women. Altering the institutions, such as electoral systems or candidate selection practices that frame these dynamics may also shift supply or demand in directions that empower women. The majority of interventions globally to enhance women's descriptive representation, however, tend to focus on either the supply side (e.g., training programs) or the demand side (e.g., gender quotas), not on both at the same time.

A final set of concepts concerns mechanisms of change. A major reason for the dramatic shifts in women's descriptive representation around the globe in recent years has been the adoption of electoral gender quotas aimed at expanding the number of women selected as political candidates (Tripp and Kang, 2008). Introduced at the party or state level, these policies have now been adopted in more than 130 countries. While their ostensible aim is to elect more women, however, they have not resulted in a uniform rise in the proportions of women elected. Some countries have experienced dramatic increases, but others have witnessed more modest changes or even setbacks in women's representation. Scholars explain these variations in relation to policy design, institutional frameworks and political will (Krook, 2009).

In addition to quota regulations, renewed interest has surfaced over the last several years in exploring and developing new non-quota mechanisms to empower women in politics. This interest stems from the recognition that such measures might enhance the application of quotas or — where quotas are not an option — might be required to foster greater gender equality. Such initiatives include restrictions on state financing of political parties, above and beyond those associated with quota policies; training programs within political parties; fundraising networks in civil society; and reforms to the sitting hours of parliament (Krook and Norris, 2014). While reflecting a host of creative solutions to increase women's descriptive representation through supply- and demand-side interventions, some of these measures also seek to empower elected women to become more effective substantive representatives of women's concerns.

2. Definition of Women's Leadership and Empowerment

USAID materials provided for this desktop study reveal that no single working definition of "women's leadership and political empowerment" guides programming. An inductive review of its programs, however, indicates that USAID has adopted a relatively holistic approach, recognizing that women may play a variety of roles in the electoral process — as voters, activists, candidates and elected officials — and need to be empowered in all of these capacities. USAID initiatives thus are not restricted to efforts to enhance the supply of or demand for female candidates, but also seek to activate women in political life more broadly. To this end, some activities target women as a group, while others enjoin additional actors — such as political parties, civil society organizations, electoral authorities, election observers and the media — to contribute to these goals.

Although USAID programming in general embodies a broader approach, individual programs often tackle only one slice of this larger picture in any given country. This is linked to the particular time, or phase of the electoral cycle, during which activities are being pursued. USAID support may be

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[1] Citizens may still express gender stereotypes, but this does not translate into voting behavior. Awareness-raising on the need to include women may play an important role, however, in shaping the perceived legitimacy and performance of female officeholders (Beaman et al, 2009).

provided during a *transition phase*, when countries are revising their electoral structures in the wake of conflict or democratic transition; a *pre-election phase*, when voters are registered and actors begin their basic preparations to recruit and nominate candidates; an *election phase*, when actors are centrally engaged in contesting and monitoring elections; and a *post-election and governance phase*, when legislators take their posts and actors turn their attention toward policymaking and implementation. Transition phases tend to be temporary, while the other three phases form part of the electoral cycle. The focus and content of the programs supported by USAID reflect the different imperatives of each particular phase, with some activities covering more than one phase in this cycle.

- In countries going through a political **transition**, which include only a small sample of the programs analyzed in this desktop study, the aim of USAID programming is to support the development of political institutions open to women's participation and a gender perspective, setting the stage for later initiatives focused on empowering women throughout the electoral cycle. Programs seek to ensure women's participation in peace processes and in the negotiations brokering political transitions, as well as the inclusion of women in transitional bodies and the incorporation of gender provisions in new constitutions. *The goal is to foster women's inclusion and develop legal and institutional frameworks conducive to the descriptive and substantive representation of women in emerging democratic regimes.*

- During the **pre-election phase**, USAID programming focuses on empowering women as voters, as potential candidates and as activists inside political parties. Programming also targets the public at large, together with the media and — perhaps most crucially — political parties, who are key in shaping women's participation in all three respects. *The focus is on increasing both the supply of and demand for female candidates to enhance women's descriptive representation.*

- At **election time**, the bulk of USAID-funded projects focus on increasing women's chances of being elected by developing the capacities of female candidates, a process that may have started during the pre-election phase. A substantial number of programs are also directed toward various kinds of election officials and the media, with an eye to engaging women as actors and monitoring the electoral process to ensure more gender-equal election procedures and media coverage. *The aim is to enhance the demand for female officeholders to increase their descriptive representation.*

- In the **post-election and governance phase**, the focus is on analyzing women's electoral performance, equipping elected women with the skills they need to be effective legislators and engaging a variety of actors in promoting more gender-sensitive public policy and governance. Most USAID programming at this stage is dedicated to building the capacities of elected women, as well as empowering women in civil society to contribute to policy formation. *This work seeks to solidify links between women's descriptive and substantive representation and empower women at large through mechanisms of substantive representation.*

In sum, USAID's work in women's leadership and political empowerment is both extensive and multifaceted, intervening at various points in the political process to bring more women into elected office and to draw greater attention to women's issues in making public policy. It is directed primarily at women, but also seeks to activate a host of existing political actors — most often men — to contribute to these goals. Programming also more generally seeks to engage with all citizens — male and female — to support the broader aim of empowering women in the political sphere.

II. METHODOLOGY

The desktop study is based primarily on reviewing documentation provided by USAID, including award agreements and program descriptions, quarterly and final reports and appendices, PMPs and USAID internal reports.

1. Program Selection

USAID established a target of 50 programs and provided documentation on approximately 74 that started in 2008 or later. Of these, the research team selected 56 for the review. For purposes of this study, a program is defined as a USAID-supported set of activities that address a common objective or set of objectives. Each program has funding, an award number, a name, one or more implementers and a period of performance. A project is defined as a component of a larger program implemented by a single partner. We use terminology consistent with USAID practice at the time that these programs were designed. New program design and management guidance (2013) uses different terminology.

Selection criteria: Programs included in the review met several criteria: (1) operating long enough to report some progress; (2) providing sufficient documentation to analyze the objectives, targets and some progress; and (3) addressing women's leadership and political empowerment as either a primary objective or a secondary objective, or by reporting on sex-disaggregated indicators. The team included an additional six programs over the target to provide a cushion in case some programs would need to be dropped after closer analysis.

Fifty-six programs; 98 projects: Thirty of the programs have a single implementer, while another 26 were implemented by two or three partners each, adding up to 98 distinct awards and sub awards. If counted at the level of awards, the data set would be numbered at 98 projects carried out in countries or globally, each with their own objective(s), set of activities and planned results.

2. Data Collection and Analysis

In consultation with USAID, the team created a master list/matrix of 30 categories or variables to guide data collection and analysis. These categories were grouped into five areas: country information, USAID management information, program overview, program content, and resources and other key information. The following list describes each of the groups and subcategories.

1. *Country information:* Region; Freedom ranking (Freedom House); Electoral Democracy ranking (Freedom House); Type of electoral system (IDEA); Income level (World Bank); Gender Inequality Index score (UNDP); Percent women in legislature (IPU); Percent women in Cabinet (IPU); Type of quota (Quota Project).

2. *USAID management information:* Program name; Agreement/Contract holder (CEPPS, non-CEPPS); Award number; Implementer and contact information; Total funding (original, reported); Funding dedicated to women's objectives; Builds on previous USAID activities (yes/no); Start and end dates.

3. *Program overview (objectives, indicators, results)*: Type of women's empowerment focus (primary, secondary, sex-disaggregated); Indicators (original, actual); Program results (outputs, outcomes).

4. *Program content*: Support for quotas (yes/no; if yes, type); Support for elections (yes/no); Support for capacity building (yes/no; if yes, primary or mixed); Type of program activities (for women, overall), e.g., training, grants, etc.; Program reach (geographic, identity of beneficiaries by sex, ethnic group).

5. *Resources and contextual information*: Resources available (e.g. toolkit, website, etc.); Contextual factors (e.g. events, influences in the context that affected the program).

Qualitative and quantitative analysis: The team analyzed the data using both qualitative and quantitative methods, based on the questions being explored and the type of data available. Qualitative analysis identified the approach to women's empowerment programming, the different types of program activities, the primary beneficiaries and the types of results achieved across the programs. Quantitative analysis yielded a descriptive summary of the country and program data as well as several fairly strong correlations between certain country context and program variables.

Given USAID's decentralized approach to programming and reporting, the team encountered frequent gaps in the program data that limited our analysis, especially regarding the program results and performance. We addressed these limitations by reporting counts, themes and trends to the extent possible. Section III, below, presents our major findings through the complementary lenses of research on women's political leadership and empowerment and results-based program management. The final section (IV) builds on these findings to offer a number of recommendations for expanding and strengthening future USAID programming in this area.

III. KEY FINDINGS: PROMOTING WOMEN'S LEADERSHIP AND POLITICAL EMPOWERMENT

This section presents the key findings, organized in four subsections: (1) Extent of USAID programs globally; (2) A working definition of women's leadership and political empowerment and framework for analysis of the programs; (3) Discussion of notable program interventions; and (4) Program results (achievements, challenges and lessons learned) and performance (indicators/targets set vs. accomplished).

1. Extent of USAID Programs

The final dataset includes 56 programs operating in 55 countries across 5 regions, including one regional and four global programs (see Annex 2 for a complete list of programs). The regional and global programs were more limited in scope than the country programs, usually involving focused support for women's leadership development, either in a number of countries or through international exchange programs. The country programs operated in 39 countries, while the regional and global reached an additional 17. In general, the programs are fairly well-distributed across the

regions, considering the relative size of the different regions and USAID programming in them. The regions with the largest number of countries served are Africa (18) and Asia (16).

Country program distribution:

- Africa   17 programs in 12 countries
- Asia   11 programs in 10 countries; includes one regional program
- Eastern Europe   11 programs in six countries
- Latin America   Six programs in six countries
- MENA   Six programs in five countries

Global program distribution: Four programs reached an additional 16 countries (Bangladesh, Burma, Burundi, DRC, India, Liberia, Libya, Macedonia, Pakistan, Rwanda, Sri Lanka, Sudan, Syria, Timor-Leste, Uganda and Yemen).

Country Context: Political, economic and gender equality ratings

Although academic research has challenged the straightforward role of particular structural factors like income level or type of electoral system in shaping women's descriptive representation, evidence against it is not yet conclusive. Moreover, aspects of the social, economic, political and cultural context may play a key role in shaping the kinds of women who are elected and what their presence means for the broader empowerment of women in their country. In addition, contextual variables – like political instability or low levels of gender equality – may present important challenges to USAID and its implementing partners. Based on prior research, we have selected eight variables for consideration. In the Results section (III. 4) we explore the relationship of these variables with the types of programs that are initiated by USAID in the 39 countries, as well as their association with successful versus less successful programs (as far as possible, given limited data).

Political, economic and social contexts of 39 country programs

The majority of programs operate in relatively challenging contexts for democratic governance and women's descriptive representation:

- Freedom level rating: Using the Freedom House ratings, the majority (22) of countries are classified as "partly free" countries, with nine as "not free," and only eight as "free".
- Electoral Democracy rating: Using the Freedom House rating, 22 countries are not identified as electoral democracies, while 17 countries have a functioning electoral democracy.
- Income: By World Bank ratings, none of the programs operate in countries with economies rated higher than the 'upper middle' bracket. The majority of countries fall in the lower income brackets globally: low-income (13), lower-middle (14) and upper middle (12).
- Gender inequality: The UNDP Gender Inequality Index (GII) combines rates of reproductive health, political empowerment and labor market participation to produce a combined score on which higher scores signal more inequality. Similar to the income and freedom level ratings, the majority of programs (35) operate in the bottom two-thirds of

countries (signaling higher gender inequality). Only three programs operate in countries in the most equal third.[2]

Women's descriptive representation

The majority of the 39 countries have PR or mixed-PR systems (25 of 39) and some type of quota (29 of 39), which are considered favorable for women's descriptive representation. However, most of these countries have a third or less of their legislature and/or Cabinet represented by women, and fall in the bottom-two thirds of countries ranked globally by the International Parliamentary Union (IPU).

- <u>Type of electoral system (IDEA):</u> The majority countries use Proportional Representation (17), about one-quarter use Plurality/Majority (10), eight use Mixed Systems, three countries are in Transition, and one is classified as "other."
- <u>Type of quota (Quota Project):</u> Twenty-nine (29) of the 39 countries have some type of quota. A majority (16) have Legislative Candidate Quotas; five have Reserved Seats; three have Voluntary Party Quotas; three have a combination of Reserved Seats and Voluntary Party Quotas; and two have a combination of Legislative and Voluntary Party Quotas.
- <u>Percent women in legislature (IPU)</u>: Nineteen (19) programs operate in countries that fall in the bottom third (13.5 percent or less), 16 fall in the middle third (13.6 percent – 25 percent) and 12 fall in the top third of 25 percent or more.[3]
- <u>Percent women in Cabinet (IPU)</u>: Twenty-one (21) programs operate in countries that are in the bottom third of 11.1 percent or less, 20 programs are in the middle third of 11.2 percent – 20 percent, and eight programs are in the top third of 20 percent or greater.[4]

Program design and funding

Looking at the entire group of 56 programs, only 10 (18 percent) were primarily focused on women's leadership and political empowerment objectives. Thirty-nine programs (70 percent) address women's leadership and/or political empowerment as a secondary concern of broader objectives to strengthen democratic institutions and political processes. Program names signal association with broader democratic values: citizen engagement, inclusiveness, accountability, transparency, etc. Another seven (12 percent) programs do not have any women-focused objectives, but do report sex-disaggregated data, such as the sex of participants in political party training programs. We included these types of programs if the reports suggested that the activities would have better equipped women participants as candidates, voters, election observers or related roles.

Focus on women's empowerment and size of budget

The sum of all program budgets is $304,682,822[5]. The program budgets range from $30,000 to $47 million, with a large proportion (59 percent) ranging between $1.8 million and $10 million, as shown

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[2] Note: Data on the GII is not available for all of the 39 countries (there is no GII score ascribed to nine of the countries).

[3] Note: Data on the percentage of women in parliament is not available for all of the 39 countries.

[4] Note: Data on the percentage of women in Cabinet is not available for all of the 39 countries.

[5] Based on data reported for 53 of 56 programs.

in Table 1. There was not sufficient data to analyze the amount of funding dedicated to women's empowerment activities across all the programs, but it is apparent that the women-focused programs have much smaller budgets than those that address women's empowerment as a secondary concern or through sex-disaggregated reporting. This is supported by our correlation analysis, which found a moderately strong negative relationship between the size of the budget and primary focus on women's empowerment ($r = -.38$, 99.7 percent significant)[6].

- All five (100 percent) of the smallest programs are women-focused; four had budgets of $50,000 or less and are associated with global women's leadership programs;
- Only four programs (25 percent) in the $1.18 million to $3 million range are women-focused;
- All 10 of the women-focused programs fall in the $30,000 to $3 million range; they comprise 30 percent of the programs in this combined range.

TABLE 1: FUNDING RANGE AND FOCUS ON WOMEN'S EMPOWERMENT				
Range	N	Primary Focus: Women's Empowerment	Global	Country
$30,000 – $150,000	5	5	2	3
$430,000 – $1m	9	1	0	1
$1.18m – 3m	16	4	1	3
$3.1m – $10m	17	0	0	0
$11m – $20m	5	0	0	0
$21m – $47m	4	0	0	0
Total	56	10	3	7

Support for elections and gender quotas

- Forty-six country programs (82 percent) provide support for electoral processes, while 10 address transitional objectives such as drafting a constitution or broader governance objectives such as strengthening legislatures and political processes. Twenty-four programs (43 percent) provide support for gender quotas.

Other program design and management: Support for capacity-building, building on previous USAID programs/coordinating with other donors, and number of ongoing vs. completed programs

- *Capacity-building:* Every program includes some support for building the capacity of local actors. Nineteen focus primarily on capacity-building, while 37 combine capacity-building with other objectives and activities. We classified training, technical advising, institutional development and related activities to improve knowledge, skills or systems as "capacity-building." In contrast, we used the "other" classification for activities and objectives that directly supported local actors and institutions to carry out changes such as implementing quota policies.
- *Coordination and synergy:* USAID and other donors often strive to harmonize programs and continue worthwhile initiatives. A sizeable minority of these programs report efforts to build on previous USAID programs and/or coordinate with other donors: Twenty-one (38

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[6] See the explanation of the correlation analysis in the Program Results section (III.4).

percent) of the programs build on previous USAID programs. Sixteen programs (29 percent) report that they coordinate with other donors and initiatives in-country. The most frequent other donors named include UN agencies (UNDP, UN Women), Swedish International Development Agencies (SIDA), the EU and many European bilateral aid agencies.

- *Ongoing vs. completed:* Just under half of the programs (22) are ongoing as of this writing; most are due to be completed in 2014 or 2015. The programs range in length from less than one year to just under six years. Seven programs lasted less than one year; 25 (45 percent) lasted between one and three years, while another 25 (45 percent) lasted more than three years.

Summary

As a whole, the majority of USAID programs to promote women's leadership and political empowerment through the Elections and Political Transitions Team are shown to:

- Reach a broad range of countries across and within developing regions, with 34 of 56 programs in Africa and Asia;
- Tackle women's leadership and political empowerment in relatively challenging political, economic and social contexts;
- Operate in countries that host important positive conditions for women's descriptive representation (approximately 70% of programs), e.g. PR systems and various types of quotas;
- Address women's empowerment primarily as secondary objectives of broader transition and democracy programs (often along with youth, persons with disabilities and other marginalized groups);
- Allocate much smaller levels of funding to women-focused programs, although these programs address key policy issues, e.g., women's leadership in legislatures and transitional processes such as peace-building;
- Support capacity-building of women as candidates, elected leaders and voters;
- Strengthen institutions like political parties and parliaments to be more democratic and gender-equitable;
- Function primarily as stand-alone programs, although a sizeable minority build on previous program investments and coordinate some efforts with other donors;
- Operate in relatively short-term time frames, with more than half lasting only one to three years.

The next sections turn from the overall program level to the particular kinds of women's leadership and empowerment activities supported through the programs. Although the foregoing summary may seem sobering to proponents of women's empowerment programming, a closer look at the actual activities and intervention strategies suggests that USAID, in fact, supports a rich array of efforts to increase women's political leadership and participation globally.

2. Overview of Programming and Notable Program Activities

USAID programming thus recognizes that women may play a variety of roles during political transitions and before, during and after elections. Table 2 provides an overview of the most common activities identified across the 56 programs during each of the four outlined phases.

Examples of these activities follow, along with selected interventions that, while fewer in number, were particularly innovative. More information on the programs themselves is in annexes 3 (Transition Phase), 4 (Pre-Election Phase), 5 (Election Phase) and 6 (Post-Election and Governance Phase).

Phase	Activity	Number of programs w/activity
TABLE 2: MOST COMMON ACTIVITIES		
Transition	Constitution development	7
	Women's leadership in peace processes	2
Pre-Election	Targeting political parties to commit to gender equality in nominations	20
	Training prospective female candidates	16
	Civic and voter education targeting women voters	7
	Gender quotas: Pressuring parties to implement or strengthen	7
	Establishing and strengthening women's networks	5
Election	Training actual female candidates	17
	Civic and voter education targeting women voters	16
	Recruiting and training electoral observers (especially women)	11
	Gender quotas: Pressuring electoral authorities to ensure compliance	5
Post-Election/ Governance	Establishing and strengthening women's networks	16
	Capacity building for newly elected women	10
	Creating and strengthening women's caucuses	10
	Policy dialogues on women and gender issues	7
	Gender quotas: Pressuring elites to adopt quotas (if not yet in place)	4

Transition Phase

In countries undergoing political transitions, USAID devotes most of its attention to engaging women as decision-makers and as members of civil society groups to facilitate their participation in peace processes and their voice in transitions, blending into the pre-election phase.

- *Female civil society activists* are engaged through advocacy training, with the primary goal of enabling them to participate in or influence peacemaking and constitution-writing processes.
- *Potential female decision-makers* are assisted in drafting gender-equitable constitutions.

Additionally, USAID interventions during transition periods focus on assisting political parties to develop structures conducive to women's empowerment, as well as on providing gender training to members of electoral commissions and staff at local USAID offices.

- In terms of *political parties*, programs seek to raise gender awareness among party officials, particularly in the development of new party platforms, as well as support the creation of women's wings.
- Beyond supporting *electoral commissions* to oversee free and fair elections, efforts in at least one country were made to incorporate a gender perspective into future election planning.

Sample Activities

In the selection of programs reviewed for this report, USAID supported activities in only a handful of countries during the transition period. Nonetheless, clear patterns are evident in the types of activities pursued, with the goal of establishing a strong basis upon which women could later run as candidates in elections and gender issues could be incorporated into future legislation.

One line of programs involves **promoting women's leadership in peace processes**. Activities supported by the Global Women's Leadership Fund, in particular, sought to increase women's participation in peacemaking and transition processes in eight countries: Afghanistan, Pakistan, Burma, Ivory Coast, the Democratic Republic of Congo, Libya, Syria and Yemen. This entailed training women in leadership, advocacy and peace-building, supporting efforts to establish gender quotas and more generally raising awareness of the importance of including women in peace-building and transition processes. In South Sudan, USAID implementing partners worked with the women's parliamentary caucus to develop a five-year strategic plan to ensure women's inclusion in peace-making processes, while also outlining plans to build the capacities of female leaders and promote more gender-equitable laws.

A second common thread relates to **developing new constitutions**. In South Sudan, USAID programming included a women's constitutional conference, bringing together female state legislators from around the country and building on a series of local women's dialogues on the shape of the permanent constitution. A subcomponent of work in Nepal, similarly, partnered with a cross-party women's alliance to support women in elections but also to help them advocate for their rights during the constitution drafting process.

USAID implementing partners in Tunisia provided support to political parties that, among other goals, aimed to **establish and strengthen women's wings**.

Pre-Election Phase

During preparations for elections, USAID programming primarily focuses on empowering women as voters, as potential candidates and as members of political parties.

- In terms of *voters*, some projects aim to register more women to exercise their right to vote. Other programs provide various types of civic education, explaining how the political system operates or what recent constitutional and electoral reforms mean, reaching out to female voters in particular.
- A second set of projects focuses on *pre-candidates*, encouraging women to consider running for office by identifying and cultivating women to come forward as candidates. These initiatives include talent-spotting, training seminars and mentoring programs.
- Projects targeting female *party activists* are extensive and varied. A key focus is creating or strengthening women's wings, which can become the voice of party women and provide a "safe space" for women to organize collectively and gain strength as political actors. Female party activists have also been at the center of USAID efforts to raise awareness around

gender quota provisions, in some cases helping women learn to negotiate better placement on their parties' electoral lists. Additional initiatives include creating a database of active female party members, as well as networking among women through party-specific mentoring programs, creating a deeper pool of active women who could be tapped as candidates or assume other leadership roles within the party.

Other activities entail various kinds of awareness-raising to foster an environment more conducive to the political empowerment of women, reaching out to men as well as women. This includes raising awareness among parties, voters and the media about the need for more women in politics, whether through more principled or more pragmatic arguments to support women's participation.

- Work with *political parties* involves highlighting the requirements of gender quota legislation, securing various types of commitment to the goal of gender balance, evaluating the progress — or lack of progress — across parties in the work done to promote women in politics and enjoining parties to elevate women to leadership positions. As men tend to be at the helm of political parties, these activities typically engage with male actors more than with women.
- *Voters* are the subjects of various public consultations, ranging from views on the role of women in politics to the proposed content of gender-related articles in new constitutions.
- *Media outlets* are mobilized to publicize gender quotas and monitor their implementation by the various parties.

Sample Activities

The activities pursued to enhance women's political empowerment during the pre-election period include the priority of ***pressuring political parties to recruit more female candidates*** (20 programs)**.** In Georgia, a "Win with Women" conference drew more than 50 representatives of political parties and NGOs. In Niger, a forum adopted a public declaration calling for the increased participation of women in politics and party leadership positions, as well as greater support for female candidates. A report on integrating women into the political parties was also distributed prior to the last elections in Mongolia, leading three parties to incorporate statements in their electoral platforms on the need for greater female representation.

A second common approach involves ***training female pre-candidates*** (16 programs). In Georgia, a cycle of training focused on building up a core of future female leaders by targeting female parliamentary staffers, public servants, political party staff, journalists, members of NGOs and representatives from the business community. Taking a longer-term approach, a three-year leadership academy for young women in Bosnia targeted political leaders aged 18–26 from the five main political parties. A similar initiative in Azerbaijan sought to build up the pool of future female leaders through training programs for young women on how to use social media for political and civic engagement.

With regard to ***gender quotas*** (seven programs), USAID efforts in the pre-election period included raising awareness on the new provisions of the electoral law in Guinea, requiring the inclusion of 30 percent women on candidate lists. The aim was to pressure parties to adhere to this quota, working with members of the national electoral commission, as well as women in civil society, the political parties and the government. In Serbia, the implementing partner collaborated with women's groups to strengthen the existing quota legislation, from a 33 percent quota law without any placement guarantees to a 30 percent quota law with a placement provision mandating that women be listed as at least every third candidate.

In terms of other noteworthy strategies, programs in five countries catalyzed and strengthened *networks of female leaders*. In Azerbaijan, the focus was on drawing in women who occupied positions of power in civil society, business, government and other fields. In Kenya, a new network of women encourages women's participation in future political and electoral processes.

In eight programs in countries as diverse as Benin, Cambodia, Georgia and Mongolia, USAID implementing partners collaborated with female civil society activists to produce a variety of *public service announcements, television programs and radio call-in shows*. Their aim was to encourage women's involvement in the electoral process, as well as educate and raise voters' awareness of the benefits of having women in elected positions, including addressing negative stereotypes toward women's political participation to enhance women's legitimacy as political actors.

Finally, in Guinea, Sierra Leone and Tunisia, the *names of potential female candidates*, including active female party members, were collected together in a database for future use, as a means to counteract claims that women were not interested in politics — as well as to offer a set of names to party elites looking to recruit more women to their slates.

Election Phase

At election time, the majority of projects funded by USAID in the area of women's leadership focus on increasing women's chances of being elected by developing the capacities of female candidates. These activities differ from the pre-election phase, when prospective candidates are targeted.

- Programs for *female candidates* do not directly fund campaigns, but involve practical tactics to enhance women's electoral prospects through training seminars, information on fundraising, development of campaign materials, networking among female candidates and mentoring programs — similar to interventions for female pre-candidates, with the addition of concrete tools to help women carry out electoral campaigns.

A substantial number of programs, however, are also directed toward various kinds of election officials and the media, with an eye to engaging women as actors and monitoring the electoral process in a gender-friendly way.

- Several programs focus on *election observers*, including poll watchers for individual political parties, by training them to recognize and report cases of electoral fraud and intimidation, including acts targeting women to deter their participation as voters and as candidates. Quite a few initiatives also seek to enhance the number of women acting as election observers, to help protect the integrity of the electoral process, but also presumably to uncover tactics that would otherwise remain hidden or ignored, like violence against female politicians.
- Work directed toward *electoral authorities* seeks mainly to ensure that the authorities closely monitor the implementation of gender quota legislation. Some programs, however, also seek to strengthen quota requirements by appealing to electoral management bodies in interpreting the application of these laws. Like election observers, electoral authorities are also the focus of gender training, in efforts — for example — to make them more sensitive to gender-specific manifestations of electoral fraud and intimidation.
- Related to this focus, USAID implementing partners work with the *media* as well to increase their capacity as unofficial election monitors, reporting on cases of fraud and intimidation, and to reduce instances of gender bias in election coverage. This work also includes efforts to recruit more female journalists to cover elections, again to engage more women in the political process but also — it is assumed — to provide more gender-balanced elections coverage.

During the election phase, most interventions revolve around ***training female candidates*** (17 programs)**.** The content of these programs is roughly similar across countries, addressing — as they did in Kenya — topics like campaign strategies, leadership skills and issue advocacy, as well as knowledge about the electoral process, political parties, the constitution and new government structure. The case of Tunisia illustrates the varied forms these projects might take, like single-party trainings, individual candidate coaching sessions and multiparty events.

A second major priority involves ***recruiting and training election observers***, including both nonpartisan observers and party poll watchers (11 programs). In Mali, a high-level retreat for election stakeholders focused, among other things, on ways to ensure adequate participation by women in electoral administration and observation. In Senegal and Cambodia, women were specifically recruited to serve as election observers, while workshops in Niger for poll watchers from the political parties attracted a relatively high proportion of women. USAID programming in Kenya went a step further, working with the federation of women lawyers to develop a checklist to ensure the inclusion of gender considerations in the process of election monitoring. Among other initiatives, this entailed setting up a text-messaging system to collect reports of election-related violence targeting women, both as voters and as candidates.

More direct interventions into the implementation of ***gender quotas*** at this stage, in contrast, were rare (five programs). Only in Mexico was USAID's implementing partner, NDI, part of a broader coalition of actors seeking to exert pressure on the electoral courts to enforce the 40 percent quota law, as well as end the practice by parties of replacing women who had been elected with male substitutes.

A further intervention entailed efforts to ***make the media more gender-sensitive*** (four programs). The concept of "gender" was included in media training sessions in Kenya, while in Georgia, media managers and journalists were trained to understand their role in promoting gender equality through their reporting, ultimately leading to the creation of a journalists' network for gender equality.

Post-Election and Governance Phase

In the post-election and governance phase, most USAID programming is dedicated to building the capacities of elected women, as well as empowering women in civil society.

- Initiatives for *elected women* include training opportunities, this time focused on empowering women to become effective legislators through basic orientation programs for new female legislators, together with workshops on leadership skills and strategies for reaching out to and mobilizing constituents. Another major focus is on creating and strengthening parliamentary women's caucuses and, to a lesser extent, gender equality committees, to facilitate networking among female members of parliament (MPs) and promote greater coordination on women's policy issues.
- In terms of *female civil society activists*, the main aim is to enhance the role and impact of women in civil society on the policymaking process — especially when it comes to policies affecting women. In addition to promoting networking with elected women, USAID supports gender training and workshops on policy advocacy and oversight — and has supported the organization of public consultations with women's groups during the writing of new constitutions to ensure that women's voices are not overlooked.

- In several countries, USAID's implementing partners have held debriefing sessions after elections, bringing together women from civil society with *female candidates* to reflect on lessons learned, with an eye to improving women's prospects the next time around.
- Further programs train *female parliamentary staff* — expanding the definition of "women in politics" to recognize other ways women might contribute to work in governing institutions.

In addition to activities directed exclusively at women, a number of USAID-supported projects address *elected members of parliament* more broadly.

- These programs include providing gender training to both *male and female MPs*, together with technical assistance with policy advocacy on women's issues and gender budgeting.

USAID has supported campaigns to get gender quotas adopted — as well as related campaigns for electoral reforms that could enhance women's electoral prospects, like campaign finance regulations that could encourage political parties to recruit more women.

Sample Activities

Following elections, as attention turns to issues of governance, several USAID-supported programs aim to empower the women who are elected through support to **parliamentary women's caucuses** (10 programs). In some cases, like Colombia, the focus was on first establishing an ad hoc women's committee in Congress and eventually expanding it into a bicameral committee on gender issues. In others, like Kyrgyzstan, the goal is to provide technical advice to local actors. Two global programs included this type of intervention, one with the Inter-Parliamentary Union (IPU) and one with regional South Asian women parliamentarians.

A second common strategy is to create various **networking opportunities among different groups of women in politics** (16 programs). In Kyrgyzstan, a mentoring partnership program paired MPs with female local officials and party activists. A program in Lebanon created a website for women leaders to build a network, highlight their success stories and share solutions to common problems with the goal of building female candidates' skills and increasing contacts between women in politics and civil society. In Bangladesh, the scope of the network was expanded even further, establishing a regional network of female parliamentarians from South Asia to open opportunities for dialogue and serve as a focal point for future activities supporting female MPs in the region.

At the post-election and governance stage, **campaigns for gender quotas** (five programs) come most clearly into focus. Most initiatives in the programs that were reviewed entailed USAID supporting work with women's groups in civil society — and occasionally political parties and the media — to call for the introduction of quotas. Notable successes include Benin, where a gender parity bill was introduced in the national assembly, and Colombia, where a quota law was passed.

Several less common, but innovative, interventions included **post-election debriefing sessions** in Niger, Nigeria, Kyrgyzstan and Sierra Leone, where successful and unsuccessful female candidates shared their learning to improve performance in the next elections. Another category of measures involved **working with newly elected women** to improve communication and leadership skills (seven programs) in countries like Albania, Jordan and Niger. These also included specific orientation training for women (three programs) in Ivory Coast, Senegal and Sierra Leone to "hit the ground running" in the new parliamentary session. In Georgia, USAID supported outreach to **female parliamentary staff** in a future women leaders program to cultivate the skills that would permit them to contribute constructively to the legislative process.

TABLE 3: SUMMARY OF INTERVENTION STRATEGIES AND ACTIVITIES BY PERIOD

		ACTIVITIES			
		Transition Phase	**Pre-Election Phase**	**Election Phase**	**Post-Election & Governance Phase**
TYPE OF INTERVENTION STRATEGY	**Empowering Women**	**Female civil society activists** Policy advocacy (*including in peace and constitution-writing processes*) **Female voters** Outreach **Elected women** Networking Women's caucus	**Female voters** Voter registration by CSOs Civic and voter education by CSOs **Female pre-candidates** Talent-spotting Training seminars (*Including training of trainers*) Strategies and skills Political process Mentoring programs **Female party activists** Women's wings Quota awareness-raising Presence of quota Negotiating placement Cross-party gender workshops Training seminars Advocacy Communications Campaign management Leadership skills Member database Mentoring programs	**Female candidates** Training seminars Fundraising Providing campaign materials Networking Mentoring programs **Election observers** Recruiting women as observers **Media** Recruiting women as journalists	**Elected women** Training seminars Orientation training Leadership training Outreach/mobilization Women's caucus Gender equality committee Networking with civil society Networking with elected women Policy oversight Policy advocacy Survey of needs **Female civil society activists** Networking with elected women Gender training Policy advocacy Policy oversight Policy consultation Post-election debriefing **Female candidates** Post-election debriefing **Female parliamentary staff** Training programs
	Engendering Institutions	**Political parties** Gender training Platform development Women's wings **Electoral authorities** Gender training	**Civil society** Voter and civic education **Political parties** Gender awareness-raising Quota awareness-raising Declaration/pledge signing Assessing support for women Promoting women's leadership **Media** Quota awareness-raising Gender awareness-raising **Voters** Gender awareness-raising Public consultations	**Civil society** Election monitoring **Election observers** Poll watcher training **Electoral authorities** Quota monitoring Quota strengthening Gender training **Media** Election day reporting	**Elected members** Gender training Policy advocacy Support for quota Support for gender-related electoral reform **Political parties** Organizational development

3. Program Results and Performance

USAID has supported a rich array of program activities aimed at promoting women's leadership and political empowerment in a variety of countries. The degree to which these programs succeed in achieving the twin goals of enhanced descriptive and substantive representation, however, is unknown. This section tackles these questions by considering both program results and program performance. Using both qualitative and descriptive quantitative methods presents a more complete assessment than either would alone.

Qualitative analysis of program results by phase

Examples of program results can be seen in some "best practices," with — whenever possible — lessons learned and challenges faced in particular countries. Organized by phase and activity type, these cases offer rich material for learning about the types of programs supported by USAID, the challenges faced by these programs and the kinds of achievements that are being realized.

Transition Phase

USAID programming during the transition phase aims to develop institutional frameworks promoting the descriptive and substantive representation of women in emerging democratic regimes. Encouraging *women's leadership in peace processes* involves attempts to enhance their descriptive representation. The Global Women's Leadership Fund (GWLF) program invested in activities to increase women's participation in peacemaking and transition processes in eight post-conflict countries. Some notable examples of the impact of this work include approximately 160 groups trained in conflict mediation skills by IRI in Syria, leading to the formation of eight women-led peace councils; women's peacebuilding camps in Yemen, involving capacity-building trainings by NDI that resulted in plans to engage in community outreach and a unified literacy campaign spanning north and south Yemen; and the mainstreaming of gender in a five-year strategic plan presented to the Union Election Commission in Burma.

In terms of lessons learned, the Yemen-Northern Ireland event organized as part of the GWLF program — which took participants away from their stressful daily environment —facilitated the development of a core community of women, building relationships that could ensure the broader success of the project. Challenges included numerous delays in Burma, which prevented projects from starting on time, and hesitance on the part of some governments — as in Afghanistan — to respond to proposals to include additional women on official delegations and negotiating teams, even when funding was available.

Involving women in *developing new constitutions* reflects a commitment to increasing their substantive representation. To this end, NDI organized 43 public sessions in 2012 and 39 sessions in 2013 with more than 10,000 citizens, nearly half of them women, from all parts of South Sudan to engage in issue-based advocacy discussions with policymakers and community leaders. More than 120 participants attended a women's national constitutional conference, sharing lessons learned from the state consultations and women's dialogues. This spurred media coverage that led the president to request further feedback from women on the constitutional process before he signed the constitution into law. These gains occurred despite the nascent nature of government and political parties in the country, which posed more general challenges to other program activities due to lack of capacity and citizens not fully understanding what these institutions do.

Pre-Election Phase

In the pre-election phase, the aim is to enhance women's descriptive representation through activities increasing both the supply of and demand for female candidates. On the supply side, *training programs for prospective female candidates* experienced varying degrees of success in terms of the number of women trained who later became candidates, ranging from as few as 3 percent in Mongolia to as much as 55 percent in Sierra Leone. Promising practices that stand out among these programs include the value of "training of trainers," which expanded the reach of training from fewer than 200 participants to more than 600.[7] In Nigeria, it proved effective to enlist the support of national women leaders as trainers alongside international staff. Azerbaijan offers a notable example of the creation of a *network of female leaders*, taking the form of a women's action group (WAG) of midlevel staff members from women's organizations who — following training in political and civic empowerment — worked with female candidates in municipal elections and established new NGOs. Common challenges across cases included the postponement of elections, such as in Benin and Jordan, and more general problems of insecurity hindering program implementation, such as in Egypt and Mali.

On the demand side, activities seeking to *pressure political parties to commit to gender equality* proved quite successful: In 16 countries, political parties involved in the programs signed public declarations or passed new gender policies. One of these cases is Guinea, where 50 parties publicly signed a declaration drafted by the Working Group of Women and Girls of Guinean Political Parties that called for greater female participation in public life — specifically with regard to a 30 percent quota for women on candidate lists. A key lesson learned across these initiatives was the importance of educating male leaders on the benefits of including women. Efforts to implement and strengthen *gender quotas* during the pre-election phase prevailed in Serbia, where the quota law was enhanced with a requirement to place a female candidate in at least every third position on parties' electoral lists. Ongoing challenges include problems ensuring that all parties comply with quota requirements, such as in Guinea, where six parties did not respect the 30 percent quota. In Kenya, most citizens were unaware of the new quota provisions.

Election Phase

At election time, USAID-supported programs work to promote women's descriptive representation through programs to further enhance the demand for female officeholders. *Training programs for female candidates* sponsored by USAID focused on improving the skill sets of women running for office. In Mongolia, trainings reached 300 women, more than half of whom reported no prior candidate training. This work was complemented by a broader awareness-raising campaign to portray women as viable and competent candidates, including a television spot providing media exposure for female candidates and highlighting the benefits of having more women elected. One aggregate result was the election of nine women to Parliament, an increase from only three in the previous session.

In terms of lessons learned, experiences in Bosnia reveal that consistent and methodical work with female candidates yields better results than periodic, non-regular support; the women who won municipal council seats in 2012 had often been engaged in IRI activities for a sustained period. A major challenge in many countries, however, is that election dates are uncertain — making it difficult to ensure that female candidates receive adequate training in advance.

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[7] TOT approaches can be cost-effective in increasing the number of beneficiaries, but they require mechanisms to ensure the quality of training meets the standard.

Initiatives to ensure compliance with *gender quotas*, in turn, involved reaching out to political parties to implement both voluntary party quotas as well as nationally mandated provisions. A notable example is Mexico, where NDI worked with civil society groups and women political party activists to pressure the Federal Electoral Institute to more effectively monitor the implementation of a national regulation mandating that two percent of the public funding received by political parties be used specifically for training and building the leadership capacity of female party members.

Activities to *recruit and train election observers*, both partisan and nonpartisan, succeeded in several countries with tangible gains for the broader integrity of elections. In Honduras, for example, female trainees directly prevented fraud in polling stations by providing a check on the election results. In Kenya, a civil society organization supported by NDI developed an SMS system for collecting information on election-related violence targeting women — a pervasive but systematically under-reported practice — leading to more than 300 reports on election day.

Finally, initiatives to *make the media more gender-sensitive* yielded some positive results. The Association of Media Women in Kenya trained 106 journalists on gender-sensitive reporting and used radio to encourage votes for women and to profile female candidates in the 2013 elections. In a slightly different vein, a new media advocacy group in Kosovo seeking greater inclusion of women in local-level decision-making positions was advised on field research about women's leadership and facilitating meetings between the group and the women's caucus in parliament. These types of efforts appear crucial, given that a lingering challenge across many of the countries is negative media coverage of female candidates.

Post-Election and Governance Phase

USAID programming during the post-election and governance phase seeks to solidify links between women's descriptive and substantive representation, as well as to empower women in society more generally through enhanced substantive representation of women's policy concerns. *Post-election briefings* in countries like Sierra Leone, Nigeria and several others have evaluated the experiences of successful and unsuccessful female candidates, aiming to glean lessons learned for women to better prepare for future elections. In Niger, this specifically entailed recommending that parties respect and exceed quota requirements that parties yield at least 10 percent female candidates.

Orientation programs for newly elected women aimed to help women better navigate life in parliament in some cases. This program was effective in Ivory Coast, where 25 percent of the women elected now occupy leadership positions in the National Assembly, including the chairmanship of 50 percent of the standing committees — an outcome that one of the assembly's vice presidents directly attributed to the orientation program.

A further tranche of activities in the period immediately following elections involves *training sessions for newly elected women*, focusing on leadership and communication skills. In Jordan, 18 female members of Parliament received technical assistance to strengthen the relationship between parliamentarians and voters. As a result, women MPs began hosting their own town halls to facilitate open communication with their constituents; one forum attracted more than 200 participants. Sixteen female MPs spoke in the national budget debate, and female parliamentarians more generally have communicated with civil society organizations about women-focused legislation — including bills on citizenship, social security, labor and personal status — in Parliament.

In terms of ongoing governance activities, resources in a wide array of countries have been directed at *establishing and strengthening women's networks* across parties and between MPs and civil society

groups. An encouraging example is the work in Afghanistan, which provided training and networking for female provincial councilors in the context of supporting provincial councils' responsiveness to constituent needs. At least 47 female councilors participated in networking and exchange activities, and more than 100 attended a women-only conference that resulted in the drafting of recommendations on policy reforms for the Ministry of Education, the Ministry of Public Health and the Independent Directorate for Local Governance.

Alongside these efforts, USAID-supported programs contributed to the *establishment and strengthening of parliamentary women's caucuses*. Six new women's caucuses took root, including one in Bosnia in 2013 consisting of 35 women from eight political parties across both houses of Parliament. One outcome of their work thus far has been the issuing of at least seven statements on issues of common interest to female MPs. In terms of lessons learned, support from a variety of international actors — like the U.S. ambassador, the heads of mission of the OSCE, the Council of Europe, USAID and UN Women — has been crucial to maintaining momentum and inspiration for the work of the women's caucus. An ongoing challenge, however, is reliance on outside support — as there are no resources, including staff and office space, available through Parliament — at the same time that several male MPs have voiced discomfort at the notion of a women's caucus in Parliament.

USAID support to the Inter-Parliamentary Union (IPU) Gender Partnership was also directed specifically for work with women's caucuses around the world and especially in the Great Lakes Region of Africa. This contribution enabled the development of guidelines on the establishment and functioning of women's caucuses, capacity-building support for empowering women's caucuses and assisting caucuses in developing legislation to address violence against women. Following these interventions, a new women's caucus formed in Ivory Coast; a practical tool for female MPs on establishing and running a caucus was developed; and the capacities of caucus members have been enhanced, including in Burundi, where a parliamentary committee worked on the draft law on violence against women. A recommendation emerging from the work of this IPU is to involve male MPs in the planning of caucus priorities and actions, as well as activities designed to raise awareness of women's rights and gender equality prioritized by women's caucuses.

In at least two cases, initiatives related to lobbying for *gender quotas* yielded successful adoption. An NDI program on strengthening political parties and processes in Colombia contributed to the eventual passage of a 30 percent gender quota law in 2010. In Lebanon, technical assistance to the Civil Campaign for Electoral Reform, engaging high-ranking government and municipal officials — including the mayors of the 50 largest municipalities — resulted in a 30 percent quota provision for women being added to the draft electoral law.

Summary of qualitative results by phases

Common achievements: Viewed across phases, several results emerge that are at least partially attributable to USAID programming in women's leadership and political empowerment:

- Candidacy and election of women who had received training;
- Development of action plans by political parties to institutionalize the inclusion of women and other marginalized groups as both candidates and constituents;
- Initiation and strengthening of women's networks;
- Electoral or legal reforms promoting gender equality;
- Significant media coverage, increasing awareness of women's political empowerment; and

- Increased voter participation rates in elections, including more women voters, associated at least in part with civic and voter education campaigns and election monitoring to improve safety for women.

Strategies: A number of strategies through which programs transform the status quo and maximize their resources stand out:

- Strengthening institutions' gender capacities through guidelines and policy statements, as well as party and CSO capacity-building initiatives;
- Reaching out to male party leaders and MPs as allies;
- Increasing the local relevance and sustainability of interventions by partnering with local organizations as implementers and by engaging local parties and female leaders as trainers and advocates;
- Leveraging limited resources through the training of trainers and other network strategies to reach many more women, especially at the local level, with measures to ensure quality control; and
- Reaching women voters and candidates by engaging civil society organizations through grants, training and technical assistance in needed areas.

Several **common challenges** are also evident, related to country contexts:

- Political conflict, leading to a general environment of insecurity, uncertainty during transitional periods and uncooperative governments;
- Lack of resources on the part of women, stemming from illiteracy, lack of education, paid employment and political inexperience;
- Cultures that are not responsive to or supportive of women's role in public life; and
- Shortages of human and financial capital necessary to ensure the success and long-term impact of program activities, related both to insufficient donor resources devoted to this work and the shortage of local resources to ensure sustainability.

Descriptive analysis of program results and performance

Ideally, the plans, progress and achievements of USAID-supported programs would be tracked and reported through the documentation types provided to the research team, e.g., program descriptions and award notifications, performance management plans (PMPs), quarterly and final reports, and evaluations. However, as USAID and the team expected,[8] documentation was inconsistent and the information it contained was incomplete.

Based on thorough assessment and descriptive analysis of the available data from the documentation, this section presents key findings related to program results, program performance, and performance management itself. For this section, "program results" are defined as the quantifiable outputs (activities completed) and outcomes (changes due to activities completed) that program activities produced. "Program performance" is the extent to which programs met their key targets, which were largely based on quantitative indicators. "Performance management" includes the tools, especially indicators, and the effectiveness of the ways the tools were used by USAID and implementing partners.

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[8] "Determining the actual impact of any program will be difficult given the lack of rigor around indicators, reporting, and programming methodologies." Scope of Work, Women's Leadership as a Route to Greater Empowerment."

To analyze quantitative program results, the researchers counted the number of comparable outputs and outcomes reported for the most common activities discussed above. Five such key results were identified: the number of females and males who received civic/voter education; number of women trained as prospective or actual candidates; the number of women elected from among those trained; the number of elected women whose skills or efficacy improved; and the number of parties that adopted policies to increase the numbers and viability of women candidates. These results are presented in Table 4 and discussed below.

To analyze program performance and performance management, the researchers used the information on indicators, targets and final results from the 30 programs that provided complete documentation. A program was determined to be complete if it was missing no more than one target and one output or outcome result. Twenty-six of the 56 programs were missing more than a single target and result data, were missing entire documents or used objectives and narrative reporting instead of PMPs with indicators and numerical targets.

Finally, to analyze possible relationships between the country context, program design and program results/performance, the researchers explored correlations between key variables. The correlations that emerged as strongest and most significant are discussed below (see Tables 5, 6 and 7).

Program results: minimum numbers reached through key activities

Given the available data, Table 4 shows minimum numbers of women (and parties) reached through these programs. The actual numbers were likely higher, if not reported. At the least, the programs reached over 4 million women with education, training or other support to increase their skills as candidates, elected officials and voters. Of these women, the vast majority (4.15 million) received voter education, while about 4,600 received training to run as candidates or serve as elected officials. At least 3,372 women received training as candidates; of these, 359 or more won election. Similarly, 366 political parties in 19 programs adopted policies to increase the number and viability of women candidates.

Hence, the more direct leadership development activities -- candidate training and elected women's leadership development - - reach many fewer women than voter education.

TABLE 4: MINIMUM NUMBERS REACHED ON KEY RESULTS

Key results indicators	Minimum number achieved across programs	# of programs reporting (out of 56)	% of 56
Individuals (M/F) received civic/voter education *Portion who are women*	11,617,153 4,150,796 (36%)	12	21%
Women trained as prospective/actual candidates	3,372	20	36%
Women elected (of those trained)	359	12	21%
Elected women's skills or efficacy improved	1,244	14	25%
Parties adopted policies to increase numbers and viability of women candidates	366	19	34%

Of course, with more standardized and systematic reporting, the agency would be better able to show and assess its collective results across its programs. These counts suggest the kinds of quantifiable results that have been achieved in increasing women's political leadership and empowerment.

Program performance: extent to which targets were achieved

The large majority of the 30 programs with complete documentation met most or all of their targets:

- Twenty-two of the 30 (73 percent) scored either "perfect" or "high": 13 "perfect" (met 100 percent of targets) and nine "high" (met 67 percent to 99 percent of targets).
- Eight programs (27 percent) scored "medium" or "low": five were "medium" (34 percent to 66 percent of targets) and three were "low" (0 to 33 percent of targets).
- Three of the five "medium" programs (Cambodia, Mongolia and Honduras) were close to meeting targets that would have moved them to the "high" category.

The team also analyzed the performance data to see what performance management practices would reveal. Beside the issue of inconsistent planning and reporting, some trends in the use of indicators and targets emerged.

Performance management: effectiveness of use of indicators

As a group, these programs used far more output than outcome indicators. This means that much more can be said about the number of activities completed, number of individuals trained (including the number of women, if sex-disaggregated), etc., than what changed due to these activities among the women trained, the parties assisted or citizens' attitudes in the program country. This issue of the need for better outcome reporting and impact evaluation is well recognized within USAID. This section discusses some of the more interesting findings related to the use of indicators by USAID programs and their implementers.

Five of 13 "perfect" programs, as categorized above, used an equal number of output and outcome indicators (Kenya, Azerbaijan, Bosnia, Mexico, Fiji), and one used more outcome than output indicators (Bosnia). The reporting from these six programs may be considered exemplary. Good outcome indicators from the Bosnia program include:

- Number of parties implementing programs to increase the number of candidates and members who are women, youth and from marginalized groups;
- Number of women who attain key roles in operational and administrative structures within parties; and
- Newly established women's caucuses issue statements on issues of common interest to women MPs.

Additional examples of the more useful outcome indicators are in Annex 7.

Many of these programs used both custom and "F" (U.S. Foreign Assistance) indicators. Only one indicator, used by used by programs that worked on legislative gender quotas and other women's policy issues overlaps with one of the required seven indicators in the USAID Gender Equality and Female Empowerment Policy (2012): *Number of laws, policies or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level*. However, it is also true that the major of the programs in the study were designed prior to the issuance of this policy. The implementation of the

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gender policy by USAID missions may eventually skew the selection of indicators — and hence programming — toward more policy-level work.

Number of indicators. Higher-performing programs used fewer indicators, as shown in the negative correlation found between number of indicators and performance (-.378, with 98 percent significance). Most of the programs in the perfect, high and medium groupings used three to five indicators. In contrast, only one in the perfect group and four in the high group used six or more. None in the medium group and two in the low group used six or more. Setting fewer indicators may increase chances of better performance, since this will focus resources and management attention on the key desired results. A recommended average number of key indicators would be three to five, with a balance of output and outcome indicators. Other important factors include the size of the budget and management team.

Most effective management practices. Some program planning, management and reporting practices contribute both to producing better results/performance and to providing better quality of information about program progress and results. Going forward, USAID program leadership should focus on the following specific practices:

- Clear objectives and key indicators for women's political empowerment and gender equality in elections and transitions, accompanied by targets;
- Balance of meaningful output and outcome indicators;
- Key indicators clearly associated with the major program activities and beneficiary groups, thereby mapping and tracking progress;
- Use of a more manageable number of indicators, i.e., three to five (notwithstanding other considerations of program goals, budget, etc.);
- Attention to aligning and modifying the indicators and targets for cost extensions and add-on activities; and
- Increased focus on analyzing progress and results, especially when sex-disaggregated data is collected, e.g., what changes have been made among the women included?

Relationships among country context, program design and program performance

The team explored correlations among three sets of variables (country context, program design and program results/performance) primarily to see whether the evidence-based contextual factors — political, social or economic — appear to shape program design or success.

Country context variables: Freedom level, electoral democracy, income level, gender inequality, type of electoral system, type of quota, percent women in parliament and percent women in Cabinet.

Program design variables: Focus on women's empowerment, type of representation (descriptive vs. substantive), support for elections, support for quotas, number of activities, budget and time (days).

Program results variables: Number of candidates (prospective and actual) trained, number of women elected (of those trained or otherwise supported), number of parties that adopted measures to increase number and viability of women candidates, number of elected women with increased efficacy and performance ranking (explanation follows).

Most of the correlations reported in this section were moderately strong or strong, all with significance levels of at least 90 percent. (A standard scale for estimating strength runs from +/- .7 to +/- 1 for "very strong" relationships, +/- .4 – .69 for "strong relationships," and +/- .3 to .39 for "moderate" relationships.) The correlations were generated as Pearson's r coefficients, which may range from -1 to +1. The significance of the correlations that measured +/- .3 and above, was calculated with the "r" (correlation coefficient) value and the "n" for which we had complete information along both of the variables in question (vassarstats.net/textbook/ch4apx.html). The significance levels are based on the directional p-stat, since we ensure that the correlation value is not weaker than reported.

The researchers were most interested in exploring any relationships between key factors in the country context that are generally found to be associated with higher numbers of democratically elected women and the program design or results/performance. There were not many significant findings, but correlations identified significant relationships among two types of variables: (1) country context and program design/budget and (2) country context and program performance.

Country context and program design/budget

Based on the overall program budgets (since the specific budgets for women's political empowerment activities are not available), USAID spends more on these programs in countries that are not fully electoral democracies, as rated by Freedom House (see Table 5). Since these programs primarily focus on elections and political transitions, USAID appears to have allocated greater resources to countries with the greatest need for this type of program.

The percentage of women in parliament is strongly related to the focus of women's political empowerment activities: where there are higher percentages of women in parliament, program activities are more likely to promote substantive representation (e.g., networking and policy development) by those women. Conversely, where fewer women serve in parliament, programs are more likely to strive to increase their numbers through citizen education, candidate training and working with political parties.

TABLE 5: COUNTRY CONTEXT AND PROGRAM DESIGN

Country context	Program design	R	N	Significance
Electoral democracy (y/n)	Budget (Highest to lowest)	-0.431	45	99.8%
Percent women in parliament	Substantive representation (y/n)	0.363	36	99.4%
Percent women in parliament	Descriptive representation (y/n)	-0.338	34	99%

Country context or program design and program performance

The percent of women in parliament is also strongly related to better performance (.495, 99.6 percent). Programs in countries with higher percentages of women in parliament were more likely to meet or exceed their targets (see Table 6). By extension, this means that the programs focused on substantive representation such as policy reforms and increasing the skills of elected women were more likely to be better performers than the ones that focused on increasing the number of women elected. This finding is further substantiated by the moderately negative relationship between focus on elections (descriptive) and performance.

As might be expected, income level and performance ranking (.428, 99 percent) were strongly related. Programs in relatively strong economies are more likely to meet or exceed their targets than those in poorer countries are. This is consistent with global evidence and qualitative themes from these programs, suggesting that a lack of resources (finance, education, etc.) is a key barrier for political empowerment of women.

TABLE 6: COUNTRY CONTEXT OR PROGRAM DESIGN AND PROGRAM PERFORMANCE (PERCENT OF TARGETS ACHIEVED)

Country context or program design	Program performance	R	n	Significance
Percentage of women in parliament	Performance ranking	0.495	27	99.6%
Focus on elections (program design)	Performance ranking	-0.329	30	99.6%
Income level (country context)	Performance ranking	0.428	29	99%

Summary of descriptive analysis of program results and performance

Based on this analysis of available information, several findings are significant and worthy of further exploration by USAID women's political empowerment program specialists, especially for consideration in development theory of change maps to guide program design. Of course, these relationships are not causal, but instead show links between the particular variables that were not found for the other variables examined.

- USAID spends more on these programs to strengthen elections, political processes and transitions in countries without fully functioning electoral democracies (according to Freedom House).

This suggests a needs-based approach to programming. Further analysis could explore questions such as whether this is an explicit criterion USAID uses in decision-making, what evidence supports these decisions, and whether the relatively higher amounts are justified by the kinds of results they achieve. This review only focused on the performance of women's political empowerment activities.

- In countries with a higher percentage of women in parliament, USAID women's political empowerment activities focus more on improving substantive representation compared to countries in which the percentage is lower, where USAID activities focus more on improving descriptive representation.

This finding may be useful for future program design on sequencing program activities. Further analysis may indicate a threshold percentage of women in parliament that should influence the focus of programming, so that programs in countries with proportions below a certain number should emphasize increasing the number of women elected, whereas those in countries with proportions above a certain number focus on increasing skills and influence of those elected.

- Women's political empowerment programs in countries with a higher percentage of women in parliament and a higher national level of income are likely to perform better than those in countries with lower percentages.

Countries where women have achieved a relatively higher share of elected positions may be more receptive to the kinds of women's political empowerment activities supported by USAID. There would be more resources available, in terms of resources for women to run as candidates and skilled staff and partners, an informed and positive voting public, an enabling policy environment and gender-sensitized political parties. The existing women representatives may provide a symbolic effect, encouraging the candidacy and election of more women.

By implication, this relationship also suggests that activities focusing on substantive representation, such as policy development and capacity building of elected women, tend to perform better than those that focus on descriptive representation (implemented in countries with lower percentages of women in parliament). Considering this, along with the finding linking activities focused on elections with worse performance, the review suggests that USAID further assess its approach to increasing descriptive representation, especially at election time. Given the importance of these goals and activities for women's political empowerment, USAID should inquire into why the programs are not more successful.

IV. RECOMMENDATIONS FOR FUTURE PROGRAMMING

USAID policies on "Gender Equality and Female Empowerment" and on "Women, Peace, and Security" commit the agency to addressing gender gaps and supporting female empowerment. Programs must increase access to, control over and benefit from political — as well as economic, social and cultural — resources and opportunities in democratic and transitional countries. The programs reviewed in this study are effecting change in 56 countries globally, with variable — and often severe — gender gaps in different aspects of political, social and economic life. The potential benefits of increasing the numbers and effectiveness of elected women are substantial, informing peace processes and constitutional development as well as enhancing the institutions of democratic governance.

The programs analyzed in this desktop study point to two sets of recommendations for USAID to build on its successes and enhance future programming in women's leadership and political empowerment. The first set highlights key activities in relation to the transition, pre-election, election and post-election/governance phases of the electoral cycle. The second group addresses program design, funding and performance management.

1. Key Women's Leadership and Political Empowerment Activities

This study of USAID programming in women's leadership and political empowerment reveals a wide variety of initiatives aimed at empowering women as voters, activists, candidates and elected officials — as well as reaching out to political parties, civil society organizations, electoral authorities, election observers and the media to contribute to this goal. The study divides these programs according to their moment of intervention:

- The transition phase, when countries are revising their legal and institutional frameworks in the wake of conflict or democratic transition;
- The pre-election phase, when voters are registered and actors begin their basic preparations to recruit and nominate candidates;

- The election phase, when actors are centrally engaged in contesting and monitoring elections; and
- The post-election and governance phase, when legislators take up their posts and actors turn their attention toward policymaking and implementation.

The focus and content of the specific country programs supported by USAID reflect the different imperatives of these four phases. In light of these varied goals, the review suggests the following recommendations for future programming and research, building on the best of existing initiatives and seeking to close gaps in current programming in particular countries.

Transition Imperative: Enhance women's inclusion and gender perspective in political processes, constitution and institution development

- Expand training opportunities and availability of resources to facilitate women's participation in peace processes (descriptive).
- Advocate for international commitments to ensure women are included in peace negotiations and transitional governments and take part in their implementation (descriptive).
- Organize a series of "women's dialogues" in post-conflict countries as an integral part of the constitution-writing process, as well as ensure women's participation in broader national dialogues and constitutional drafting committees. This ensures inclusion of women's perspectives and principles of gender equality (substantive).
- Raise greater awareness among governments regarding the need for and benefits of including women in peace negotiations, peace-building efforts and constitution-drafting processes (substantive).

Pre-Election Imperative: Increase supply of and demand for female candidates

Provide ongoing training opportunities for prospective female candidates, starting as far ahead of the next elections as possible (supply).

- Engage local female leaders in training programs supported by international actors (supply).
- Develop further quality "training of trainers" initiatives to reach a broader range of women (supply).
- Continue to work with political parties to gain commitments to gender equality, including the increased nomination of female candidates (demand).
- Lobby for placement mandates in gender quota legislation to ensure that women are placed in winnable districts and positions on electoral lists (demand).
- Raise awareness of existing quota provisions, reaching out in particular to women who might be motivated to come forward as candidates (supply).

Election Imperative: Cultivate demand for female officeholders

- Remind political parties of existing quota requirements (demand).
- Engage electoral authorities to ensure quota implementation (demand).
- Combine candidate training programs with initiatives to raise public awareness on the benefits of electing women (demand).

To support these efforts:

- Encourage the recruitment of female election monitors, partisan and nonpartisan (oversight).
- Provide gender training to election monitors, male and female (oversight).
- Work with media outlets to secure more gender-sensitive media coverage (supply/demand).

Post-Election and Governance Imperative: Empower women as policymakers

- Organize post-election briefings with candidates, party leaders, CSOs, etc., to "compare notes" and devise strategies in preparation for future elections (descriptive).
- Provide orientation programs for newly elected female MPs, who may not have the same access as men to existing mentoring and sponsorship networks (substantive).
- Continue training programs with newly elected women to support them in adapting to the challenges of holding office (substantive).
- Mobilize interest in and resources for establishing and strengthening parliamentary women's caucuses (substantive).Provide technical assistance to campaigns for gender quotas or to strengthen existing legislation (descriptive).

2. Program Planning and Management Recommendations

Improved design of program activities will have little impact in USAID partner countries if the agency does not commit more funding and strengthen its management of women's leadership and political empowerment programming. The following recommendations suggest ways in which USAID can improve program funding, design, management, and evaluation practices to strengthen its impact on women's political empowerment and gender equality. In turn, USAID should work with implementing partners in the U.S. and overseas to carry out related improvements in their own program management practices and systems.

Increase funding for women's leadership and political empowerment

This study found that USAID program budgets for women's leadership and political empowerment at the country level are either small standalone activities or untraceable but relatively small subcomponents of larger programs to strengthen elections, political processes and democratic institutions. Given that women remain significantly underrepresented in the governance of the countries USAID assists, the levels of funding must increase for USAID to achieve its policy commitments to gender equality and women's empowerment. Increased funds should flow to the dedicated women's leadership and empowerment programs and to (well-designed) gender-integrated DRG programs. USAID should avoid budgetary competition between standalone women's and gender-integrated programming, and instead find better ways to promote synergy and increased reach of country-level programs.

Build shared commitment to women's leadership and political empowerment as integral to DRG

Given the gaps and limitations in the design and implementation of these 56 programs, USAID needs to develop a better common understanding of and shared commitment to including women's leadership and empowerment as key elements of democratic governance and human rights programs. Although the institutional environment is changing with the recent gender policy, more work is needed to enable staff to understand both the why and the how of integrating gender equality and women's empowerment into DRG programming.

USAID DRG experts could focus on using the evidence from USAID and other programs and research to demonstrate credible links between increased numbers and capabilities of women leaders and the benefits to governance and development. Compared to other sectors like education and economic growth, DRG has not made a strong case for the benefits to governance and development from increased leadership and participation of women. In part, this may be because women's gains in governance are more recent and research evidence on this topic is mixed, but evidence does exist that would speak to the shared values and goals of DRG staff.

Complement capacity building in gender integration with strategic advice

Given the current funding environment, in which there is increased interest in gender equality but declining funds for USAID democracy and governance programming, the holistic approach of providing missions with a menu of options like those suggested above needs to be complemented with a set of strategic guidelines that help missions prioritize the most crucial activities for their country, given their particular context. With limited funds, how should missions think about the relative contributions of activities that build the capacity of women leaders and those that provide voter education to large numbers of the population, especially when the latter include positive messages about women candidates and may reach women for the first time?

DRG experts could develop an assessment tool beyond typical gender assessments to guide strategy development at the country level. Similar to the Conflict Assessment Framework (CAF), it could be built with the evidence compiled in this study and related research to guide missions to assess the key variables in their country context and the progress already achieved. The results from this kind of assessment would be fed into the Country Development Cooperation Strategy (CDCS) planning and results framework. Then, whether the strategic focus is on increasing the number and quality of women leaders or on transforming parties and other institutions, all programs would work towards the same objective and thus be more likely to make a measureable and sustainable impact.

Ensure that women's leadership and political empowerment are thoroughly integrated into programs from the start

The DRG team should continue to work with missions to ensure that new programs, projects and activities include clear goals, approaches, targets and desired results for women's political empowerment. Otherwise, fuzzy designs and a lack of follow-through will continue to weaken program performance.

Specific recommendations include:

- Analyze and use sex-disaggregated reporting on targets to ensure women's empowerment objectives are being met.
- Explicitly disaggregate women in objectives, activities, indicators and targets when they are included along with youth, disabled and other marginalized groups in common goals and objectives. Use measures that track by their separate characteristics as women or youth as well as their intersections, e.g., young or disabled women.
- Consider requiring programs to provide disaggregated budget figures (as a percentage of the total award, for example) for program objectives or activity streams supporting women's leadership and political empowerment. This would enable USAID to better track not only the outputs and outcomes of these activities, but also the amount invested to achieve these results.

- Increase length of programs to politically empower women, especially in countries with lower percentages of women in parliament. Programs reported that sustained effort is needed to overturn generations of cultural and related structural bias through training and mentoring or to persuade political institutions to adopt and implement gender-equality quotas. Whereas many of the program activities were implemented through one- or two-year add-ons to existing programs, USAID should begin including women's political empowerment activities from the start of its typical three- to five-year timeframe. Whenever possible, programs should be designed using the electoral cycle approach, such that capacity building needs during the pre-election, election and post-election phases are anticipated from the design stage.
- Include impact evaluations to get evidence beyond program outcomes to determine impacts. Such evaluations are most useful in larger, longer-term programs and are best when planned for from the outset of the program.

Use fewer indicators and increase use of outcome (as compared to output) indicators

Set standards (and build capacity if needed) for establishing meaningful outputs and outcomes. Outputs for major activities are useful and necessary, but less so for supplementary or smaller parallel activities. Program managers on the ground may need the latter for implementation, but reporting to the missions and to Washington should focus on the major indicators and results. Greater use of outcome indicators that demonstrate change is needed.

Specific measures include:
- Establish guidelines for recommended number of key indicators, e.g., three to five, with accompanying considerations such as scope of the objectives, size of budget, etc.
- Develop a subset of standardized women's political leadership and empowerment indicators to supplement standard foreign assistance indicators and gender equality policy requirements. Although challenging, this would make overall agency reporting and accountability much stronger. This study and related research provide a rich sample of possible outcomes with which to begin.

Ensure complete and consistent planning and reporting

USAID and its implementing partners have the capacity to plan, monitor and report, since many of the documents we reviewed were satisfactory, if not excellent. Instead, the main challenge appears to be a lack of complete and consistent documentation and reporting. Without a reliable system in place, especially for reporting on key information such as funding and meaningful results, USAID is hindered in following through on its learning, accountability and transparency mandates. USAID and implementing partners should review their (admittedly complex) current policies and systems to determine how to improve program performance management and reporting.

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ANNEX 1. KEY QUESTIONS FOR THE DESKTOP STUDY

DESCRIPTIVE INFORMATION/OVERVIEW

1. What countries and regions have been reached?
2. What is the range of dates of the programs, e.g., earliest to current; number active in each year?
3. Duration of the programs (range; average)?
4. Number of women-focused vs. subcomponent?
5. What is the range of funding for the programs? If women-focused activities are a subcomponent, can we identify the amount allocated?
6. What is the number of each type of USAID mechanism (CEPP, non-CEPP; is it helpful to break down non-CEPP into categories?)?
7. Country context information: number in each category (Freedom House; WB income; gender equality index, etc.)?

PROGRAM REVIEW

8.   What did the programs do (to increase women's descriptive representation)? Identify main types of objectives/activities; number or % of each type.
    a. What is the implicit or explicit definition of women's empowerment/leadership in the programs? How is it articulated and/or operationalized?
    b. Were the programs focused on elections? Parties? CSOs? Citizens? Quotas? Public attitudes/opinion?
    c. If elections involved, what stage (pre-, during, or post?)?
    d. If quotas, what type? What was the objective/type of activities?
    e. What populations were reached? Did the programs target mainstream urban areas or did they reach rural areas and marginalized groups?
9. What were the main indicators used? Did they change from the ones included in the program description?
10. What did the programs achieve? To what extent were targets/results achieved? (See 15, below) To what extent were women 'empowered' in the ways the programs set out to? If they fell short, is there any explanation? Were there any obvious gaps or missed opportunities?
11. What kinds of challenges/lessons learned were identified in the reports? What else might be learned through interviews with implementers?
12. To what extent were tools, resources, etc., developed that may be useful elsewhere? Include in annex.

PROGRAM ASSESSMENT: COUNTRY CONTEXT AND RESEARCH EVIDENCE

13. To what extent did the programs effectively address relevant country context (e.g., type of electoral system, free/not-/part-free, etc.)? Were there any missed opportunities or inherent challenges?
14. To what extent are the programs consistent with the research evidence about the key drivers and factors associated with increased numbers of women in legislatures? What else might they do or target to increase their effectiveness?

COMPARATIVE ANALYSIS OF INDICATORS/TARGETS/RESULTS

15. To what extent did the programs achieve their intended targets/outcomes/results? (Comparative question about the success of the programs -- or the design/planning.)

> *Example:* If eight indicators with targets were identified in the program description and reported on throughout the life of the program, and 60 percent of the indicators were reported as having been met and 40 percent not met. What can we say about those met? What can we say about those not met? Do the indicators directly relate to the outputs/outcomes being reported?

16. What can we learn from the above about the use of indicators for these kinds of programs? Are these useful indicators to measure women's empowerment? Do the programs seem to be using them or simply reporting on them because they have to? Would any others be better/more useful?

> *Example:* As we roll up country-to-country reviews, what advice can we glean about the current state of measuring in the really difficult field of leadership and empowerment? Are programs using indicators and targets in a positive way or is it a "box-checking" exercise? Are there best practices we see that should be amplified?

ANNEX 2. PROGRAM SUMMARY TABLE FOR DESKTOP STUDY

Country	Region	Freedom ranking	#	Program name	USAID agreement/ contract holder	Implementer(s)	Focus on women's empowerment	Start date	End date
Benin	AFR	Free	1	Zinzin (meaning equality in local language (in Fon)) project	Non-CEPPS	RIFONGA-Benin	Primary	10/25/12	6/24/14 (ongoing)
Guinea	AFR	Partly free	2	Promote Credible and Transparent Elections	CEPPS	IFES	Sex-disaggregated	1/25/08	9/30/13
Guinea	AFR	Partly free	3	Assisting Political Parties and Civic Groups to Contribute to a Peaceful Transition and Participatory Election Process (extension called Supporting Transparent and Credible Legislative Elections through Strengthened Political Party, Civil Society and Women's Participation)	CEPPS	NDI	Secondary	1/29/08	12/31/12
Ivory Coast	AFR	Partly free	4	Promoting Broad Based and Peaceful Electoral Participation and Representation	CEPPS	IFES and NDI	Secondary	9/22/11	11/30/12
Kenya	AFR	Partly Free	5	Kenya Election and Political Processes Strengthening 2012 Program (KEPPS)	CEPPS	IFES, IRI, and NDI	Secondary	5/1/11	4/30/14 (ongoing)
Kenya	AFR	Partly free	6	Increasing Participation of Women in Leadership	CEPPS	IRI - WDN Kenya	Primary	4/1/11	3/31/12
Mali	AFR	Free	7	2012 General Elections Support	CEPPS	IFES and NDI	Secondary	6/1/11	6/30/13
Niger	AFR	Partly free	8	Increasing Transparency and Accountability in the Management of Natural Resources	CEPPS	IFES and NDI	Sex-disaggregated	12/16/11	12/15/13 (ongoing)

Country	Region	Freedom ranking	#	Program name	USAID agreement/ contract holder	Implementer(s)	Focus on women's empowerment	Start date	End date
Niger	AFR	Partly free	9	Promoting a Credible Election Process	CEPPS	IFES and NDI	Secondary	8/1/10	7/31/11
Nigeria	AFR	Partly free	10	Enhancing the Credibility of the 2011 Elections	CEPPS	IFES, IRI and NDI	Secondary	3/1/10	12/31/12
Senegal	AFR	Free	11	Civic Education Program Targeting Under-represented Groups	Non-CEPPS	IFES	Secondary	4/18/11	3/31/12
Senegal	AFR	Free	12	Domestic Election Observation by Civic and Media Groups	Non-CEPPS	Local CSO: Civil Society Organization's group for the elections (COSCE)	Sex-disaggregated	1/10/12	10/9/12
Sierra Leone	AFR	Free	13	Promoting Inclusive Elections	CEPPS	IFES and NDI	Secondary	1/24/11	3/31/13
Somalia	AFR	Not free	14	Legislative Strengthening and Elections and Political Processes	CEPPS	IRI and NDI	Secondary	10/27/10	9/30/13
South Sudan	AFR	Not Free	15	Political Parties as Institutions of Democratic Governance in South Sudan	CEPPS	IRI	Secondary	1/1/12	8/31/14 (ongoing)
South Sudan	AFR	Not Free	16	Supporting Civic Participation, Peace-Building and Conflict Mitigation	CEPPS	NDI	Secondary	1/12/09	1/31/14 (ongoing)
Zimbabwe	AFR	Not free	17	Democratic Transition Assistance	CEPPS	IFES, IRI and NDI	Sex-disaggregated	9/17/10	9/16/13
Afghanistan	Asia	Not Free	18	Support to Subnational Governance Structures	CEPPS	NDI	Secondary	5/1/08	9/31/13
Cambodia	Asia	Not free	19	Accountability in Governance and Politics	CEPPS	IFES, IRI, and NDI	Secondary	9/30/09	9/29/14 (ongoing)

Country	Region	Freedom ranking	#	Program name	USAID agreement/ contract holder	Implementer(s)	Focus on women's empowerment	Start date	End date
Fiji	Asia	Partly free	20	Support to Fiji's Constitution Commission	Non-CEPPS	American Bar Association: Rule of Law Division (Asia Division)	Secondary	6/26/12	6/15/13
Indonesia	Asia	Free	21	Representative Parties Project	CEPPS	IFES, IRI, and NDI	Secondary	12/1/09	2/28/15 (on going)
Kazakhstan	Asia	Not free	22	Promoting Local Level Political Initiatives	CEPPS	NDI	Secondary	1/30/09	12/31/11
Kyrgyzstan	Asia	Partly Free	23	Political Process	CEPPS	IFES, IRI, and NDI	Secondary	4/1/12	9/30/15 (ongoing)
Mongolia	Asia	Free	24	Citizen Engagement and Elections	Non-CEPPS	Internews, Local women' NGO: Women for Social Progress Movement, MercyCorps	Secondary	2/1/12	9/30/12
Mongolia	Asia	Free	25	Supporting Women Candidates in Elections	CEPPS	Women for Social Progress (WSP)	Primary	3/1/11	6/30/12
Nepal	Asia	Partly Free	26	Strengthening Political Parties, Electoral and Legislative Processes	CEPPS	IFES and NDI	Secondary	8/3/10	8/31/15 (ongoing)
Papua New Guinea	Asia	Partly Free	27	Strengthening the Capacity of Political Parties in Papua New Guinea	CEPPS	IFES and NDI	Secondary	2/13/12	12/31/13 (ongoing)
Uzbekistan	Asia	Not Free	28	Political Party Development and Strengthened Civic and Political Leadership	CEPPS	NDI	Secondary	10/1/09	1/31/13

Country	Region	Freedom ranking	#	Program name	USAID agreement/ contract holder	Implementer(s)	Focus on women's empowerment	Start date	End date
South Asia Network	Asia	Afghanistan: Not Free Bangladesh: Partly Free India: Free Nepal: Partly Free Pakistan: Partly Free Sri Lanka: Partly Free	29	Promoting Democratic Institutions and Practices (PRODIP)	Non-CEPPS	Asia Foundation	Primary	5/1/11	7/8/15 (ongoing)
Albania	EE	Partly free	30	Strengthening Capacity of WDN Albania and Women in Politics	CEPPS	IRI - WDN Albania	Primary	3/7/11	6/6/12
Azerbaijan	EE	Not free	31	Strengthening Citizen Engagement in the Political Process	CEPPS	NDI	Secondary	10/16/09	2/28/15 (ongoing)
Azerbaijan	EE	Not free	32	Women's Participation Program	Non-CEPPS	Counterpart International	Primary	9/23/11	9/31/15 (ongoing)
Azerbaijan	EE	Not free	33	Strengthening Political Parties and Civil Society Organizations	CEPPS	NDI	Secondary	3/1/09	9/30/09
Bosnia	EE	Partly free	34	Political Party Assistance 2010 Election Program	CEPPS	IRI and NDI	Secondary	5/4/10	7/31/11
Bosnia	EE	Partly free	35	Political Processes Support Program	CEPPS	IRI and NDI	Secondary	10/1/11	3/31/15 (ongoing)
Bosnia	EE	Partly free	36	Strengthening Accountability of Women and Young Political Leaders	Non-CEPPS	Council of Europe, in co-operation with the School of Political Studies BiH	Primary	9/30/11	6/26/13

Country	Region	Freedom ranking	#	Program name	USAID agreement/ contract holder	Implementer(s)	Focus on women's empowerment	Start date	End date
Georgia	EE	Partly Free	37	Parliamentary Strengthening Project	CEPPS	NDI	Secondary	9/1/09	12/31/13 (ongoing)
Georgia	EE	Partly Free	38	Increased Trust in the Electoral Process (ITEP)	CEPPS	IFES	Secondary	7/1/10	7/31/14 (Ongoing)
Kosovo	EE	Partly Free	39	Political Processes and Parties Support	CEPPS	NDI	Secondary	9/10/09	9/30/13
Serbia	EE	Free	40	Political Process Support	CEPPS	IFES, IRI, and NDI	Secondary	10/1/10	9/30/15 (ongoing)
Colombia	LAC	Partly free	41	Strengthening Political Parties and Processes	CEPPS	IRI and NDI	Secondary	8/1/09	9/30/12
Guatemala	LAC	Partly Free	42	Strengthening of the Guatemalan Supreme Electoral Tribunal to Conduct the 2011 General Elections	CEPPS	IFES	Secondary	11/29/10	11/30/12
Honduras	LAC	Partly Free	43	Observing and Strengthening Electoral Processes	CEPPS	IFES and NDI	Secondary	7/10/12	7/9/14 (ongoing)
Mexico	LAC	Partly free	44	Consolidate Political Parties, Civil Society and Consensus Building Processes	CEPPS	IRI and NDI	Secondary	9/30/09	7/31/13
Paraguay	LAC	Partly free	45	Public Policy and Presidential Elections	Non-CEPPS	CIRD (via a FOG)	Sex-disaggregated	3/15/12	3/14/13
Peru	LAC	Free	46	Effective and Transparent Congress	Non-CEPPS	Civil Association Transparencia	Secondary	6/8/12	6/7/14 (ongoing)
Egypt	ME	Partly free	47	Political Processes Support Project	CEPPS	IFES	Secondary	4/12/13	12/31/13 (ongoing)
Egypt	ME	Partly free	48	Leadership, Engagement and Accountability for Democracy - Women and Youth project (LEAD-WY)	Non-CEPPS	Creative Associates	Primary	3/14/13	5/30/14 (ongoing)

Country	Region	Freedom ranking	#	Program name	USAID agreement/ contract holder	Implementer(s)	Focus on women's empowerment	Start date	End date
Jordan	ME	Not Free	49	Elections and Political Process Program (EP3)	CEPPS	IFES, IRI, and NDI	Secondary	1/15/10	12/31/15 (ongoing)
Lebanon	ME	Partly Free	50	Strengthening Citizen Participation in Municipal Elections	CEPPS	IFES and NDI	Secondary	12/15/09	12/31/11
Morocco	ME	Partly free	51	Building Responsive and Representative Political Parties	CEPPS	NDI	Sex-disaggregated	4/1/12	3/31/17 (ongoing)
Tunisia	ME	Partly Free	52	Electoral and Political Assessment and Support	CEPPS	IFES, IRI, and NDI	Secondary	1/23/11	4/30/12
Global Women's Leadership Fund	Global	n/a	53	Global Women's Leadership Fund	CEPPS	IFES, IRI, and NDI	Primary	12/1/11	9/30/13
House Democracy Partnership	Global	n/a	54	Support for Strengthening Legislatures Involved in the House Democracy Partnership	CEPPS	IRI and NDI	Sex-disaggregated	9/27/11	12/1/14 (ongoing)
IPU	Global	n/a	55	Gender Equality in Politics	Non-CEPPS	IPU	Primary	9/30/11	9/30/12
Women's Democracy Network (WDN)	Global	n/a	56	WDN Country Chapter Toolkit	CEPPS	IRI	Primary	7/9/10	9/30/11

ANNEX 3. SUMMARY OF TRANSITION PHASE ACTIVITIES

CONSTITUTION DEVELOPMENT (N=7)

Country	Program	Region	#
Somalia	Legislative Strengthening and Elections and Political Processes	AFR	14
South Sudan	Political Parties as Institutions of Democratic Governance in South Sudan	AFR	15
South Sudan	Supporting Civic Participation, Peace-Building and Conflict Mitigation	AFR	16
Fiji	Support to Fiji's Constitution Commission	Asia	20
Nepal	Strengthening Political Parties, Electoral and Legislative Processes	Asia	26
Global/Libya	Global Women's Leadership Fund	Global	29
Tunisia	Electoral and Political Assessment and Support	ME	52

PROMOTING WOMEN'S LEADERSHIP IN THE PEACE PROCESS (N=2)

Country	Program	Region	#
Ivory Coast	Promoting Broad Based and Peaceful Electoral Participation and Representation	AFR	4
Global	Global Women's Leadership Fund	Global	29

SUPPORT ELECTED WOMEN THROUGH PARLIAMENTARY WOMEN'S CAUCUSES (N=1)

Country	Program	Region	#
South Sudan	Political Parties as Institutions of Democratic Governance in South Sudan	AFR	15

WOMEN AND GENDER POLICY EXCHANGES AND DISCUSSIONS (N=1)

Country	Program	Region	#
South Sudan	Supporting Civic Participation, Peace-Building and Conflict Mitigation	AFR	16

FEMALE PARLIAMENTARY STAFF TRAINING/LEADERSHIP PROGRAM (N=1)

Country	Program	Region	#
South Sudan	Political Parties as Institutions of Democratic Governance in South Sudan	AFR	15

WORK WITH POLITICAL PARTIES TO INCREASE FEMALE CANDIDATES AND MEMBERS (N=1)

Country	Program	Region	#
South Sudan	Political Parties as Institutions of Democratic Governance in South Sudan	AFR	15

DATABASE OF POTENTIAL FEMALE CANDIDATES (N=1)

Country	Program	Region	#
Tunisia	Electoral and Political Assessment and Support	ME	52

IMPLEMENTATION OF GENDER QUOTA (N=1)

Country	Program	Region	#
Tunisia	Electoral and Political Assessment and Support	ME	52

WORK WITH ELECTION BODIES (N=1)

Country	Program	Region	#
Global/Burma	Global Women's Leadership Fund	Global	29

ANNEX 4. SUMMARY OF PRE-ELECTION PERIOD ACTIVITIES

WORK WITH POLITICAL PARTIES TO INCREASE NUMBER OF FEMALE CANDIDATES AND MEMBERS (N=20)

Country	Program	Region	#
Benin	Zinzin (meaning equality in local language (in Fon)) project	AFR	1
Guinea	Assisting Political Parties and Civic Groups to Contribute to a Peaceful Transition and Participatory Election Process (extension called Supporting Transparent and Credible Legislative Elections through Strengthened Political Party, Civil Society and Women's Participation)	AFR	3
Kenya	Kenya Election and Political Processes Strengthening 2012 Program (KEPPS)	AFR	5
Mali	Mali 2012 General Elections Support	AFR	7
Niger	Promoting a Credible Election Process	AFR	9
Nigeria	Enhancing the Credibility of the 2011 Elections	AFR	10
Sierra Leone	Promoting Inclusive Elections	AFR	13
Zimbabwe	Democratic Transition Assistance	AFR	17
Indonesia	Representative Parties Project	Asia	21
Kyrgyzstan	Political Process	Asia	23
Mongolia	Supporting Women Candidates in Elections	Asia	25
Nepal	Strengthening Political Parties, Electoral and Legislative Processes	Asia	26
Bosnia	Strengthening Accountability of Women and Young Political Leaders	EE	36
Bosnia	Political Processes Support Program	EE	35
Kosovo	Political Processes and Parties Support	EE	39
Serbia	Political Process Support	EE	40
Columbia	Strengthening Political Parties and Processes	LAC	41
Honduras	Observing and Strengthening Electoral Processes	LAC	43
Mexico	Consolidate Political Parties, Civil Society and Consensus Building Processes	LAC	44
Morocco	Building Responsive and Representative Political Parties	ME	51
Tunisia	Electoral and Political Assessment and Support	ME	52

TRAINING FEMALE CANDIDATES (AND PROSPECTIVE CANDIDATES) (N=16)

Country	Program	Region	#
Benin	Zinzin (meaning equality in local language (in Fon)) project	AFR	1
Kenya	Kenya Election and Political Processes Strengthening 2012 Program (KEPPS)	AFR	5
Kenya	Increasing Participation of Women in Leadership	AFR	6
Nigeria	Enhancing the Credibility of the 2011 Elections	AFR	10
Sierra Leone	Promoting Inclusive Elections	AFR	13
Indonesia	Representative Parties Project	Asia	21
Kazakhstan	Promoting Local Level Political Initiatives	Asia	22
Nepal	Strengthening Political Parties, Electoral and Legislative Processes	Asia	26
Albania	Strengthening Capacity of WDN Albania and Women in Politics	EE	30
Azerbaijan	Women's Participation Program	EE	32
Azerbaijan	Strengthening Citizen Engagement in the Political Process	EE	33
Bosnia	Political Processes Support Program	EE	35
Georgia	Parliamentary Strengthening Project	EE	37
Kosovo	Political Processes and Parties Support	EE	39
Mexico	Consolidate Political Parties, Civil Society and Consensus Building Processes	LAC	44
Jordan	Elections and Political Process Program (EP3)	ME	49

FEMALE CIVIL SOCIETY PRODUCED MEDIA MESSAGES (RADIO, TV, ETC.) (N=8)

Country	Program	Region	#
Benin	Zinzin (meaning equality in local language (in Fon)) project	AFR	1
Kenya	Kenya Election and Political Processes Strengthening 2012 Program (KEPPS)	AFR	5
Cambodia	Accountability in Governance and Politics	Asia	19
Mongolia	Citizen Engagement and Elections	Asia	24
Mongolia	Supporting Women Candidates in Elections	Asia	25
Azerbaijan	Women's Participation Program	EE	32
Georgia	Increased Trust in the Electoral Process (ITEP)	EE	38
Egypt	Political Processes Support Project	ME	47

RAISE AWARENESS ON/STRENGTHEN PROVISIONS FOR GENDER QUOTAS (N=7)

Country	Program	Region	#
Guinea	Promote Credible and Transparent Elections	AFR	2
Kenya	Kenya Election and Political Processes Strengthening 2012 Program (KEPPS)	AFR	5
Senegal	Civic Education Program Targeting Under-represented Groups	AFR	11
Indonesia	Representative Parties Project	Asia	21
Nepal	Strengthening Political Parties, Electoral and Legislative Processes	Asia	26
Serbia	Political Process Support	EE	40
Jordan	Elections and Political Process Program (EP3)	ME	49

CIVIC AND VOTER EDUCATION (N=7)

VOTER AND CIVIC EDUCATION FOR WOMEN (N=4)

Country	Program	Region	#
Kenya	Increasing Participation of Women in Leadership	AFR	6
Zimbabwe	Democratic Transition Assistance	AFR	17
Nepal	Strengthening Political Parties, Electoral and Legislative Processes	Asia	26
Guatemala	Strengthening of the Guatemalan Supreme Electoral Tribunal to Conduct the 2011 General Elections	LAC	42

GENDER SENSITIVE VOTER EDUCATION FOR THE PUBLIC (N=3)

Country	Program	Region	#
Benin	Zinzin (meaning equality in local language (in Fon)) project	AFR	1
Cambodia	Accountability in Governance and Politics	Asia	19
Kyrgyzstan	Political Process	Asia	23

BUILD NETWORK OF FEMALE LEADERS FROM ACROSS THE SECTORS (N=5)

Country	Program	Region	#
Azerbaijan	Strengthening Political Parties and Civil Society Organizations	EE	31
Azerbaijan	Women's Participation Program	EE	32
Georgia	Increased Trust in the Electoral Process (ITEP)	EE	38
Kosovo	Political Processes and Parties Support	EE	39
Serbia	Political Process Support	EE	40

DATABASE OF POTENTIAL FEMALE CANDIDATES (N=2)

Country	Program	Region	#
Guinea	Assisting Political Parties and Civic Groups to Contribute to a Peaceful Transition and Participatory Election Process (extension called Supporting Transparent and Credible Legislative Elections through Strengthened Political Party, Civil Society and Women's Participation)	AFR	3
Sierra Leone	Promoting Inclusive Elections	AFR	13

CAMPAIGNS FOR GENDER QUOTAS (N=1)

Country	Program	Region	#
Benin	Zinzin (meaning equality in local language (in Fon)) project	AFR	1

MEDIA TRAINING ON GENDER (N=1)

Country	Program	Region	#
Benin	Zinzin (meaning equality in local language (in Fon)) project	AFR	1

RECRUITING AND TRAINING ELECTION OBSERVERS (N=1)

Country	Program	Region	#
Benin	Zinzin (meaning equality in local language (in Fon)) project	AFR	1

ANNEX 5. SUMMARY OF ELECTION PERIOD ACTIVITIES

TRAINING FEMALE CANDIDATES (N=17)

Country	Program	Region	#
Ivory Coast	Promoting Broad Based and Peaceful Electoral Participation and Representation	AFR	4
Kenya	Kenya Election and Political Processes Strengthening 2012 Program (KEPPS)	AFR	5
Niger	Promoting a Credible Election Process	AFR	9
Sierra Leone	Promoting Inclusive Elections	AFR	13
Cambodia	Accountability in Governance and Politics	Asia	19
Kyrgyzstan	Political Process	Asia	23
Mongolia	Supporting Women Candidates in Elections	Asia	25
Albania	Strengthening Capacity of WDN Albania and Women in Politics	EE	30
Azerbaijan	Strengthening Political Parties and Civil Society Organizations	EE	31
Bosnia	Political Party Assistance 2010 Election Program	EE	34
Bosnia	Strengthening Accountability of Women and Young Political Leaders	EE	36
Bosnia	Political Processes Support Program	EE	35
Georgia	Parliamentary Strengthening Project	EE	37
Serbia	Political Process Support	EE	40
Mexico	Consolidate Political Parties, Civil Society and Consensus Building Processes	LAC	44
Jordan	Elections and Political Process Program (EP3)	ME	49
Lebanon	Strengthening Citizen Participation in Municipal Elections	ME	50

CIVIC AND VOTER EDUCATION (N=16)
GENDER SENSITIVE VOTER EDUCATION FOR THE PUBLIC (N=7)

Country	Program	Region	#
Guinea	Promote Credible and Transparent Elections	AFR	2
Ivory Coast	Promoting Broad Based and Peaceful Electoral Participation and Representation	AFR	4
Mali	Mali 2012 General Elections Support	AFR	7
Mongolia	Supporting Women Candidates in Elections	Asia	25
Azerbaijan	Strengthening Political Parties and Civil Society Organizations	EE	31
Bosnia	Strengthening Accountability of Women and Young Political Leaders	EE	36
Columbia	Strengthening Political Parties and Processes	LAC	41

VOTER AND CIVIC EDUCATION FOR WOMEN (N=9)

Country	Program	Region	#
Kenya	Kenya Election and Political Processes Strengthening 2012 Program (KEPPS)	AFR	5
Nigeria	Enhancing the Credibility of the 2011 Elections	AFR	10
Senegal	Civic Education Program Targeting Under-represented Groups	AFR	11
Sierra Leone	Promoting Inclusive Elections	AFR	13
Mongolia	Citizen Engagement and Elections	Asia	24
Bosnia	Strengthening Accountability of Women and Young Political Leaders	EE	36
Georgia	Increased Trust in the Electoral Process (ITEP)	EE	38
Serbia	Political Process Support	EE	40
Egypt	Political Processes Support Project	ME	47

RECRUITING AND TRAINING ELECTION OBSERVERS (N=11)

Country	Program	Region	#
Guinea	Promote Credible and Transparent Elections	AFR	2
Ivory Coast	Promoting Broad Based and Peaceful Electoral Participation and Representation	AFR	4
Kenya	Kenya Election and Political Processes Strengthening 2012 Program (KEPPS)	AFR	5
Mali	Mali 2012 General Elections Support	AFR	7
Niger	Promoting a Credible Election Process	AFR	9
Senegal	Civic Education Program Targeting Under-represented Groups	AFR	11
Senegal	Domestic Election Observation by Civic and Media Groups	AFR	12
Cambodia	Accountability in Governance and Politics	Asia	19
Bosnia	Strengthening Accountability of Women and Young Political Leaders	EE	36
Columbia	Strengthening Political Parties and Processes	LAC	41
Honduras	Observing and Strengthening Electoral Processes	LAC	43

IMPLEMENTATION OF GENDER QUOTAS (N=5)

Country	Program	Region	#
Guinea	Assisting Political Parties and Civic Groups to Contribute to a Peaceful Transition and Participatory Election Process (extension called Supporting Transparent and Credible Legislative Elections through Strengthened Political Party, Civil Society and Women's Participation)	AFR	3
Somalia	Legislative Strengthening and Elections and Political Processes	AFR	14
Kosovo	Political Processes and Parties Support	EE	39
Honduras	Observing and Strengthening Electoral Processes	LAC	43
Mexico	Consolidate Political Parties, Civil Society and Consensus Building Processes	LAC	44

MEDIA TRAINING ON GENDER (N=4)

Country	Program	Region	#
Kenya	Kenya Election and Political Processes Strengthening 2012 Program (KEPPS)	AFR	5
Mongolia	Citizen Engagement and Elections	Asia	24
Georgia	Increased Trust in the Electoral Process (ITEP)	EE	38
Kosovo	Political Processes and Parties Support	EE	39

WOMEN AND GENDER POLICY EXCHANGES AND DISCUSSIONS (N=3)

Country	Program	Region	#
Niger	Promoting a Credible Election Process	AFR	9
Georgia	Increased Trust in the Electoral Process (ITEP)	EE	38
Paraguay	Public Policy and Presidential Elections	LAC	45

WORK WITH POLITICAL PARTIES TO INCREASE FEMALE CANDIDATES AND MEMBERS (N=2)

Country	Program	Region	#
Azerbaijan	Strengthening Political Parties and Civil Society Organizations	EE	31
Jordan	Elections and Political Process Program (EP3)	ME	49

WORK WITH ELECTION BODIES (N=1)

Country	Program	Region	#
Mali	Mali 2012 General Elections Support	AFR	7

ANNEX 6. SUMMARY OF POST-ELECTION AND GOVERNANCE PERIOD ACTIVITIES

**CREATE NETWORKING OPPORTUNITIES
AMONG GROUPS OF WOMEN IN POLITICS (N=16)**

Country	Program	Region	#
Guinea	Assisting Political Parties and Civic Groups to Contribute to a Peaceful Transition and Participatory Election Process (extension called Supporting Transparent and Credible Legislative Elections through Strengthened Political Party, Civil Society and Women's Participation)	AFR	3
Kenya	Increasing Participation of Women in Leadership	AFR	6
Niger	Promoting a Credible Election Process	AFR	9
Nigeria	Enhancing the Credibility of the 2011 Elections	AFR	10
Afghanistan	Support to Subnational Governance Structures	Asia	18
Cambodia	Accountability in Governance and Politics	Asia	19
Kyrgyzstan	Political Process	Asia	23
Nepal	Strengthening Political Parties, Electoral and Legislative Processes	Asia	26
Bosnia	Political Party Assistance 2010 Election Program	EE	34
Georgia	Increased Trust in the Electoral Process (ITEP)	EE	38
South Asia Network	Promoting Democratic Institutions and Practices (PRODIP)	Global	29
Global	Global Women's Leadership Fund	Global	53
House Democracy Partnership	Support for Strengthening Legislatures Involved in the House Democracy Partnership	Global	54
Colombia	Strengthening Political Parties and Processes	LAC	41
Jordan	Elections and Political Process Program (EP3)	ME	49
Lebanon	Strengthening Citizen Participation in Municipal Elections	ME	50

SUPPORT ELECTED WOMEN THROUGH PARLIAMENTARY WOMEN'S CAUCUSES (N=10)

Country	Program	Region	#
Ivory Coast	Promoting Broad Based and Peaceful Electoral Participation and Representation	AFR	4
Somalia	Legislative Strengthening and Elections and Political Processes	AFR	14
Indonesia	Representative Parties Project	Asia	21
Kyrgyzstan	Political Process	Asia	23
Bosnia	Political Processes Support Program	EE	35
Kosovo	Political Processes and Parties Support	EE	39
South Asia Network	Promoting Democratic Institutions and Practices (PRODIP)	Global	29
IPU	Gender Equality in Politics	Global	55
Colombia	Strengthening Political Parties and Processes	LAC	41
Peru	Effective and Transparent Congress	LAC	46

CAPACITY-BUILDING FOR NEWLY ELECTED WOMEN (N=10)

WORKING WITH NEWLY ELECTED WOMEN TO IMPROVE LEADERSHIP AND COMMUNICATION SKILLS (N=7)

Country	Program	Region	#
Niger	Promoting a Credible Election Process	AFR	9
Albania	Strengthening Capacity of WDN Albania and Women in Politics	EE	30
Bosnia	Political Party Assistance 2010 Election Program	EE	34
Colombia	Strengthening Political Parties and Processes	LAC	41
Mexico	Consolidate Political Parties, Civil Society and Consensus Building Processes	LAC	44
Jordan	Elections and Political Process Program (EP3)	ME	49
Lebanon	Strengthening Citizen Participation in Municipal Elections	ME	50

ORIENTATION FOR WOMEN (N=3)

Country	Program	Region	#
Ivory Coast	Promoting Broad Based and Peaceful Electoral Participation and Representation	AFR	4
Senegal	Civic Education Program Targeting Under-represented Groups	AFR	11
Sierra Leone	Promoting Inclusive Elections	AFR	13

WOMEN AND GENDER POLICY EXCHANGES AND DISCUSSIONS (N=7)

Country	Program	Region	#
Niger	Increasing Transparency and Accountability in the Management of Natural Resources	AFR	8
Afghanistan	Support to Subnational Governance Structures	Asia	18
Cambodia	Accountability in Governance and Politics	Asia	19
Nepal	Strengthening Political Parties, Electoral and Legislative Processes	Asia	26
Azerbaijan	Women's Participation Program	Asia	32
Peru	Effective and Transparent Congress	LAC	46
Jordan	Elections and Political Process Program (EP3)	ME	49

CAMPAIGNS FOR GENDER QUOTAS (N=4)

Country	Program	Region	#
Mali	Mali 2012 General Elections Support	AFR	7
Global	Global Women's Leadership Fund	Global	53
Colombia	Strengthening Political Parties and Processes	LAC	41
Lebanon	Strengthening Citizen Participation in Municipal Elections	ME	50

FEMALE PARLIAMENTARY STAFF TRAINING/LEADERSHIP PROGRAM (N=4)

Country	Program	Region	#
Indonesia	Representative Parties Project	Asia	21
Georgia	Parliamentary Strengthening Project	EE	37
House Democracy Partnership	Support for Strengthening Legislatures Involved in the House Democracy Partnership	Global	54
IPU	Gender Equality in Politics	Global	55

POST-ELECTION DEBRIEFING (N=4)

Country	Program	Region	#
Niger	Promoting a Credible Election Process	AFR	9
Nigeria	Enhancing the Credibility of the 2011 Elections	AFR	10
Sierra Leone	Promoting Inclusive Elections	AFR	13
Kyrgyzstan	Political Process	Asia	23

WORK WITH POLITICAL PARTIES TO INCREASE FEMALE CANDIDATES AND MEMBERS (N=1)

Country	Program	Region	#
Georgia	Parliamentary Strengthening Project	EE	37

ANNEX 7. PROMISING OUTCOME INDICATORS

<u>Work with political parties</u>

Number of parties implementing initiatives to increase the number of women, youth, and marginalized group candidates and/or members (Sierra Leone – Program # 13, Table Annex 2, and others)

Number of parties conducting assessments on internal support for women candidates (Honduras - #43)

Number of parties that generate substantive proposals on issues affecting women (Colombia - #41)

Number of women who attain key roles in operational and administrative structures with parties (Bosnia - #35)

<u>Awareness related[9]</u>

Number of men and women educated about women's rights and issues important to women (Azerbaijan - #32)

Number of MPs demonstrating improved knowledge of gender issues (IPU - #55)

Number of women safely and effectively providing awareness sessions on electoral process and participation (Egypt - #48)

<u>Policymaking</u>

Number of women and youth who are actively engaged in proposing solutions to problems within communities and engage representatives (Azerbaijan - #31)

Number of bills based on constituent issues proposed by women MPs as a result of constituent outreach or events (Kyrgyzstan - #23)

Number of issue based policy solutions adopted by policy making leadership designed by women and youth (Serbia - #40)

Number of candidates who collaborate with women's and youth committees to address issues of community concern (Jordan - #49)

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[9] It was difficult to find outcome vs. output indicators for changes in awareness. These were edited slightly to make them more clearly outcome indicators.

ANNEX 8. PROGRAM SUMMARIES

Definitions for Program Summaries

Focus on Women: The type of focus on women's leadership and empowerment in programming. There are three possible categories: (1) women focused, which are programs that focus exclusively on women's empowerment objectives, (2) women sub-component, in which women's leadership and empowerment objectives are a subset of broader objectives to promote inclusive democratic governance or peaceful political transitions, and (3) no women-focused objectives, but sex-disaggregated data that could suggest significant gains for women's empowerment.

Program Description: A concise statement of the program goal, objectives, and major activities. In cases where women's empowerment is addressed as a secondary objective, the description focuses on the women-focused activities. Other, non-women focused objectives and activities are not included here.

Country Context: This information includes the Freedom House freedom ranking, the Freedom House Electoral Democracy ranking, the type of electoral system (IDEA), the percentage of women in legislature (IPU), the percentage of women in Cabinet (IPU), the type of quota (Quota Project), the World Bank classification of income level, and the UNDP Gender Inequality Index score (UNDP).

Key Results: Reported women's leadership and empowerment related outputs and outcomes that measure changes in the program participants or targets consistent with program goals and objectives. Outputs refer to activities that were completed (for example, '200 women were trained'), while outcomes refer to changes that happen due to the activities completed (for example, 'number of women trained who demonstrated increased skills', or number of women trained who were elected'. The sections prioritize the best outcome information available, but include significant output information as needed.

Challenges: Difficulties and obstacles faced by the program in attempting to implement activities and achieve program goals.

Lessons Learned: Significant new learning, often related to how difficulties were overcome to produce successful outcomes, including approaches that would be used in other similar circumstances.

Africa

Zinzin Benin, Africa	
Mechanism & Implementer	Non-CEPPS RIFONGA–Benin
Dates	10/25/2012 – 6/24/2014 (ongoing)
Funding Amount	$525,000
Focus on Women	Women-focused
Country Context	Free; Electoral Democracy; Proportional Representation Electoral System 10.8% women in legislature (2010), 30.8% women in Cabinet, No Quotas Low-Income country; 0.614 Gender Inequality Index Score (2010)
Program Description	Sought to raise the number of women candidates elected in the 2013 nationwide municipal elections to at least 30 percent. Trained potential women candidates and supported civil society campaigns to raise public awareness, educate voters and monitor elections. Advocated for a gender parity law to require equity on electoral lists.
Key Results	• An improved version of the gender parity law was introduced to the National Assembly. Programs implemented by 82 political parties to increase female, youth and marginalized group candidates helped Beninese politicians understand the parity bill better. • Political party training helped 885 individuals from politically marginalized groups better understand the need for women leaders in communal and municipal councils • 105 local CSOs educated citizens on the need for more women leaders. • Outreach and education efforts (26 public forums, 24 radio segments and three TV spots) improved citizen and party understanding of the need to promote women candidates and the importance of advocacy on gender parity.
Collaboration with Donors	None reported.
Challenges	Municipal elections ultimately did not take place in 2013 as planned.
Lessons Learned	None reported.
Resources	No toolkit. Program website: http://courantsdefemmes.free.fr/Assoces/Benin/RIFONGA/rifonga.html.

Promote Credible and Transparent Elections Guinea, Africa		
Mechanism & Implementer	CEPPS IFES	USAID Associate Award 675-A-00-08-00026-00 CEPPS Leader Agreement DGC – A-00-01-00004-01
Dates	1/25/2008 – 9/30/2013	
Funding Amount	$8.9 million	
Focus on Women	Women subcomponent	
Country Context	Not free (2008-09)/Partly Free (2009-12); No Electoral Democracy; Mixed Electoral System N/A % women in legislature, 12.9% women in Cabinet, Legislated Candidate Quotas Low-Income country	
Program Description	Aimed to ensure credible, transparent and participative legislative elections. Worked with civil society to increase voter education and capacity of CSOs, including some focus on women. Raised awareness on new provisions in the electoral law (through Article 129) pertaining to a mandate of 30 percent women on candidate lists. Worked with the Election Commission to prepare for elections oversight.	
Key Results	• Training for 2,394 election officials, including 246 women. • Internal organizational capacity improved for 20 civil society organizations (five of which were women-focused). • The Guinean Association for the Engagement of Women in the Electoral Process and Governance (AGUIFPEG) took part in outreach to 7,237,226 individuals (2,690,985 women) through voter and civic education.	
Collaboration with Donors	None reported.	
Challenges	Despite efforts to raise awareness on the quota, six of 22 competing political parties did not respect the 30 percent threshold for women in the September 2013 legislative elections.	
Lessons Learned	None reported.	
Resources	No toolkit. No webpage.	

Assisting Political Parties and Civic Groups to Contribute to a Peaceful Transition and Participatory Election Process (Extension: Supporting Transparent and Credible Legislative Elections Through Strengthened Political Party, Civil Society and Women's Participation) **Guinea, Africa**		
Mechanism & Implementer	CEPPS NDI	USAID Cooperative Agreement No. 675-A-00-08-00026, under the Leader Cooperative Agreement No. DGC-A-00-01-00004-00
Dates	1/29/2008 – 9/30/2013	
Funding Amount	$1.5 million FY11 (add-on)	
Focus on Women	Women subcomponent	
Country Context	Not free (2008-09)/Partly free (2009-12); No Electoral Democracy; Mixed Electoral System N/A % women in legislature, 12.9% women in Cabinet, Legislated Candidate Quotas Low-Income country	
Program Description	Four broad objectives: Enhance women's participation in civic and political life; facilitate dialogue among politicians and civic activists and mitigate political tension; strengthen political parties to be part of the transition; and prepare civil society to participate and monitor elections. The extension sought to engage women in particular and to work primarily through political parties. Sought to increase the number of women candidates.	
Key Results	• Helped establish the Working Group of Girls and Women of Guinean Political Parties (CCFPPG) and supported it through 12 organizational development activities. • Helped CCFPPG conduct a gender analysis of party lists for the 2013 elections; the CCFPPG found that five of 22 parties had not met the required quota of 30 percent women nominees on their lists, and women were disproportionally placed in low positions on party lists. • 50 political parties publicly signed a declaration, drafted by the CCFPPG and female civic leaders, calling for increased participation in public life by women. • Developed and disseminated 700 copies of a training manual for women candidates, and created a directory of 120 women leaders/potential candidates. • First open legislative elections since Guinea's 1958 independence took place Sept. 28, 2013.	
Collaboration with Donors	UNDP provided funds to conduct complementary activities.	
Challenges	• The quota law lacks sanctions for noncompliance and does not address challenges for women seeking elected amid persistent gender-biased stereotypes held by political party leadership. • Women were underrepresented (only 15 percent) among participants selected by political parties for poll-watching activities; only 10 percent received party nominations for supervisor. • Multiple delays during the presidential and legislative elections required frequent adjustments.	
Lessons Learned	None reported.	
Resources	Training manual for aspiring women candidates produced. No website.	

CEPPS/IFES Côte d'Ivoire: Promoting Broad Based & Peaceful Electoral Participation & Representation Ivory Coast, Africa		
Mechanism & Implementer	CEPPS NDI, IFES	CEPPS Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	9/22/2011 – 11/30/2012	
Funding Amount	$1.5 million	
Focus on Women	Women subcomponent	
Country Context	Not Free '11, Partly Free '12; No Electoral Democracy; Plurality/Majority Electoral System 11% women in legislature (2011), 13.9% women in Cabinet, Voluntary Party Quotas Lower Middle Income country; 0.632 Gender Inequality Index Score (2012)	
Program Description	Promoted democratic governance and representative and peaceful electoral participation. Increased women's participation and representation in the 2011 legislative election. Supported women candidates, legislators, political parties and the National Assembly, along with its committees and caucuses. Supported CSOs to conduct voter education and monitor elections (including election violence). Supported the independent election commission.	
Key Results	• Six of 47 National Assembly women candidates were elected after receiving training; 28 total (11 percent) were elected (up from 19, or 8.5 percent, in the previous Assembly). Trainings helped candidates better understand roles and responsibilities and to speak publicly and to the media. • Established a women's legislative caucus; its advocacy led to nine female deputies being appointed to key decision-making positions in the Assembly. • More than 25 percent of the women elected now occupy leadership positions in the National Assembly, including chairperson of 50 percent of standing committees, partly due to an orientation session with women MPs. • Women legislators developed a policy on promoting women in decision-making bodies, and presented it during the National Assembly's second session. • A consortium of six CSOs, including the Coalition of Women for Elections and Post-Crisis Reconciliation, educated citizens on preventing and monitoring election-related violence.	
Collaboration with Donors	None reported.	
Challenges	None reported.	
Lessons Learned	The special orientation session with women MPs proved very successful; program consultations helped newly elected women achieve leadership positions. Partnering with Ivoirian political parties to train women candidates and political party poll-watchers contributed to an improved electoral process.	
Resources	Women's Legislative Group Advocacy Plan created. Program website: www.ndi.org/cote-divoire.	

Kenya Election and Political Processes Strengthening 2012 Program (KEPPS) Kenya, Africa		
Mechanism & Implementer	CEPPS NDI, IRI, IFES	USAID Associate Cooperative Agreement No. AID-623-LA-11-00007, under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	5/1/2011 – 4/30/2014 (ongoing)	
Funding Amount	$20 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; Electoral Democracy; Plurality/Majority Electoral System 9.8% women in parliament; 15.4% women in Cabinet; Reserved Seat/Voluntary Party Quotas Low-Income country; 0.606 Gender Inequality Index Score	
Program Description	Promotes fair and peaceful elections in Kenya. Helps political parties be more representative, including increasing women's political participation. Trained potential candidates and supported journalists and media outlets to report fairly; helped CSOs observe elections and prevent violence. Worked with CSOs to conduct civic education. Supported effective election administration and election reforms.	
Key Results	• Twelve parties developed a gender policy and took steps to improve compliance with Kenya's reformed legal framework; each party received full registration in 2012. • Following Training of Trainers (ToT) workshops for women in four parties, participants trained 278 party members, including 78 women and 144 youth, on new affirmative action provisions in the constitution and Political Parties Act. • After being interviewed on live radio programs, 45 of 96 potential women candidates were nominated to their party primaries; eight won seats in the March 4 elections, while one was appointed deputy governor for her county. • At least 139 women and 146 youth from 11 parties received leadership training before the elections; 3,285 women and 4,518 men received any sort of political party training. The Association of Media Women in Kenya trained 106 journalists on gender-sensitive reporting, encouraged votes for women via radio, and profiled women candidates.	
Collaboration with Donors	None reported.	
Challenges	Many were unaware of affirmative action provisions in the country's new legal framework.	
Lessons Learned	In counties where no civic education was offered pre-election, there was low participation by youth and women voters, suggesting the need for civic education in all counties.	
Resources	The Federation of Women Lawyers in Kenya finalized a report on women's participation in electoral processes. Program websites: www.ndi.org/Kenya; www.iri.org/countries-and-programs/Africa/Kenya; www.ifes.org/countries/Kenya.aspx	

	Increasing Participation of Women in Leadership Kenya (Women's Democracy Network (WDN) Subgrant Program)	
Mechanism & Implementer	CEPPS Leader Award IRI – WDN Kenya	Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	4/1/2011 – 3/31/2012	
Funding Amount	$35,000	
Focus on Women	Women-focused	
Country Context	Partly Free; No Electoral Democracy; Plurality/Majority Electoral System 10% women in legislature, 15.4% women in Cabinet; Reserved Seat & Voluntary Party Quotas; Low-Income country; 0.608 Gender Inequality Index Score (2012)	
Program Description	Encourages women to run for elected office by creating networks of women leaders and leadership trainings.	
Key Results	• Fifteen participants attended a five-day leadership conference ("training of trainers" program) on the electoral process, campaign strategies, leadership skills, issue advocacy, the Political Parties Act, the constitutional implementation process and the new structure of government. Participants reported increased confidence and an ability to effectively train women in their regions, as well as to participate as candidates and activists in the 2012 general elections. • Five regional training-of-trainers forums served 31 women in the northern, western, coastal, Nyanza and central regions of Kenya. In the central region, participants began training women in their internal networks with information and materials from the Kenya Chapter training. • The program hosted large-scale networking forums so women candidates could share lessons for better results in the March 2013 elections. More than 100 women attended each large-scale forum.	
Collaboration with Donors	None reported.	
Challenges	None reported.	
Lessons Learned	None reported.	
Resources	No toolkit. Program website: www.wdn.org/discover-our-programs/country-chapters/kenya.	

Mali 2012 General Elections Support **Mali, Africa**		
Mechanism & Implementer	CEPPS NDI, IFES	USAID Associate Cooperative Agreement No. AID-688-L-11-00001, under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	6/1/2011 – 6/30/2013	
Funding Amount	$2.6 million	
Focus on Women	Women subcomponent	
Country Context	Free; Electoral Democracy; Plurality/Majority Electoral System 10.2% women in parliament (2011), 13.8% women in Cabinet, Voluntary Party Quotas Low Income country; 0.646 Gender Inequality Index Score (2012)	
Program Description	Supported the 2012 electoral process (interrupted by a March 2012 coup d'état). Supported voter education, trained electoral bodies, helped political parties participate peacefully in elections, developed CSO capacity to monitor elections. Worked to mainstream women's political participation.	
Key Results	• The signing of the Code of Conduct, which acknowledges the importance of full participation by women and youth, received significant media coverage; signers included 43 parties with 11 presidential candidates and two independent candidates. • Twelve joint recommendations for Malian election management bodies to secure credible, participatory, inclusive elections in 2012 were produced by 22 parties following two interparty working group meetings with 90 participants (18 women). • A high-level retreat for elections stakeholders drew 193 political party representatives, including youth and women members. Subsequently, political and civic leaders adopted 38 recommendations for inclusive, credible, transparent polls in 2013. • A training-of-trainers workshop represented a critical step in the Network for the Electoral Process' (APEM) ability to monitor the 2012 electoral process; 51 master trainers (17 women) participated. • APEM adopted a 30 percent quota for women serving as citizen elections observers, and modified its election observer form to measure the participation of women. • The Ministry of Territorial Administration and the General Delegation of Elections adopted measures to disaggregate the vote by gender following a stakeholder consultative meeting.	
Collaboration with Donors	UNDP-managed Technical Committee, UN Women, Malian Center for Inter-party Dialogue and Democracy and the International Organization for Migration (IOM).	
Challenges	The coup resulted in security and humanitarian crises; women were disproportionately affected. APEM's leadership remains overwhelmingly male. Women are excluded from decision-making discussions within the network.	
Lessons Learned	The coup d'état created a window of opportunity for coaching.	
Resources	A focus group report was developed, as well as a pre-election assessment. Program websites: www.ndi.org/Mali and www.ifes.org/countries/Mali.aspx.	

Promoting a Credible Election Process Niger, Africa		
Mechanism & Implementer	CEPPS NDI, IFES	Award Number 624-A-00-10-00007-00
Dates	08/01/2010 – 7/31/2011	
Funding Amount	$1.4 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; Electoral Democracy; Proportional Representation Electoral System 13.3% women in legislature (2011-12), 26.1% women in Cabinet; Reserved Seat & Voluntary Party Quotas; Low Income; 0.707 Gender Inequality Score (2012)	
Program Description	Sought to strengthen political parties' poll watcher capabilities, issue-based platform development campaigning and public outreach. Aimed to help local NGOs conduct domestic election monitoring. Targeted political parties and female members of parliament (MPs). Worked to improve communication between women's CSOs and presidential candidates.	
Key Results	• Only three women (of 24) won government-nominated positions. This represented half of the established quota. • The 15 newly elected women MPs indicated that the training improved their public speaking and networking skills and indicated that the workshop helped them develop strategies for gaining public visibility • The 28 participants of NDI's ToT workshop for women created a network for women candidates, a follow-up committee, and elected an interim leader. They also trained 1,000 women prior to the January 2011 local elections. • Approximately 900 women candidates for the local and parliamentary elections were reached through training and received copies of NDI's women candidate training manual. • Participants at the civil society and political party post-election evaluation meeting recommended parties respect and go beyond legislation requiring Nigerien parties to promote women's leadership, and that parties work in partnership with civic groups to promote women's political participation. • Six of NDI's partner parties adopted a public declaration calling for the increased participation of women in politics and party leadership positions, as well as for support for women candidates.	
Collaboration with Donors	The Danish Cooperation Bureau implemented a complementary program focusing on women candidates, voter education and get-out-the-vote efforts for women voters.	
Challenges	• There was no reliable data on female voter turnout, women candidates in local elections or women's participation and representation in political parties in general.	
Lessons Learned	Initiatives to promote women's electoral participation should include more education about the electoral process and activities should not be conducted during the campaign period.	
Resources	No toolkit. No website.	

Increasing Transparency and Accountability in the Management of Natural Resources **Niger, Africa**		
Mechanism & Implementer	CEPPS NDI, IFES	Award Number AID-624-LA-12-00003
Dates	12/16/2011 – 12/15/2013	
Funding Amount	$2.9 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; Electoral Democracy; Proportional Representation Electoral System 13.3% women in legislature (2011-12), 26.1% women in Cabinet; Reserved Seat & Voluntary Party Quotas; Low-Income country; 0.707 Gender Inequality Index Score (2012)	
Program Description	Promotes greater citizen involvement in natural resource management. Aims to instill gender sensitivity in natural resource management and urge women members of parliament (MPs) and women from civil society to actively promote women's interests in natural resource management.	
Key Results	• A 15-member joint MP-CSO working group met for the first time on July 3, 2012, in Niamey to adopt its statutes and work plan. This corresponds with a growing awareness among women MPs and woman-focused CSOs to promote women's interests in natural resource management. • Thirty-six members (12 women) of NGO partners and two representatives of the journalists' network on extractive industries have strengthened their project design capabilities and are aware of women's involvement in all project cycles. • Fifty-seven members (23 women) of NGO partners and media representatives debated issues related to extractive industries. • Trainings provided to 14 certified journalists in year one; 68 local and community journalists mentored.	
Collaboration with Donors	• NDI continued to engage and coordinate with other international partners working to improve extractive industries management in Niger through regular exchanges of information and participation in relevant events; specific partners were not reported.	
Challenges	Lawmakers and CSOs lack awareness of a gender-sensitive approach to extractive industries and its effects on citizens. Few recognize that natural resource exploitation may have different effects on men than on women, or that men and women may have different priorities for public investments made with revenue generated by Niger's extractive industries.	
Lessons Learned	None reported.	
Resources	No toolkit. No website.	

Enhancing the Credibility of the 2011 Elections **Nigeria, Africa**		
Mechanism & Implementer	CEPPS NDI, IRI, IFES	Award Number 620-a-00-10-00007-00
Dates	3/1/2010 – 12/31/2012	
Funding Amount	$46.9 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; No Electoral Democracy; Plurality/Majority Electoral System 6.7% women in legislature (2012), 28.1% women in Cabinet, No Quotas Lower Middle Income country	
Program Description	Helped civil society organizations and political parties contribute to the 2011 electoral process. Encouraged parties to involve more women to run as candidates. Prompted women from the grassroots to work with local CSOs on outreach activities.	
Key Results	• In 2011, 76 political parties implemented programs to increase the number of candidates and members who are women, youth and from marginalized groups. • Political party training was provided to 1,097 party members (142 women), which improved bipartisan advocacy for women's political participation. • Training on women in political parties in Enugu yielded a coalition of South East women political leaders across political parties. The coalition aims to expand communication and collaboration between parties to address issues affecting women's participation. • While Nigeria's 2011 elections were a significant improvement from 2007, the number of women successfully elected to office noticeably decreased. • A conference was held in Lagos for women candidates titled "Review of Women's Political Participation in the 2011 Elections & Strategies for 2015."	
Collaboration with Donors	None reported.	
Challenges	• Three weeks of protests, strikes and violence that resulted from the January 1 fuel subsidy removal presented great challenges; some trainings were postponed. • Security in the country remains a major concern, particularly in the North. • Women faced challenges in the 2011 elections, including abuse of money in politics, physical intimidation, character defaming, party primary rigging and others.	
Lessons Learned	Involving national women leaders as trainers alongside international staff enhances trainings for female political party leaders.	
Resources	IRI documentary, "Dreams for Nigeria," won numerous awards in 2011 and will be used as a tool for IRI's women's advocacy program. No website.	

	Civic Education Program Targeting Under-represented Groups Senegal, Africa	
Mechanism & Implementer	Non-CEPPS IFES	Contracted under AID-685-A-11-00001
Dates	4/18/2011 – 3/31/2012	
Funding Amount	$1.5 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free (2011)/Free (2012); Electoral Democracy; Mixed Electoral System 22.7% (2011) / 42.7% (2012) women in national parliament, 25% women in Cabinet Legislated Candidate Quotas; Lower Middle Income; 0.54 Gender Inequality Index (2012)	
Program Description	Supported civic and voter education targeting women, youth, people with disabilities, and other marginalized groups. Helped CSOs conduct civic and voter education, monitor elections and conduct outreach on the gender parity law. Provided support to women who were newly elected to the National Assembly.	
Key Results	• The parity law's enactment resulted in a massive increase in the number of women seeking office. In total, 65 women were elected, making Senegal's assembly the second most gender-balanced (43 percent female) in Africa behind Rwanda. Trainings helped women better understood how to register for party lists and subsequently run for office. • Trainings led to an increase in leadership and capability of female officeholders in the National Assembly. Nearly all of the elected women (57 of 65) attended an orientation for the newly elected. • Voter turnout increased during the presidential runoff election to 55 percent, up from 52 percent. More than 1000 civic education campaigns and 44 CSO civic and voter education targeting women, youth, and people with disabilities contributed to the increase. • Mobilization efforts targeted 505,064 youth, women (at least 194,579), and people with disabilities to participate in civic education/public awareness campaigns.	
Collaboration with Donors	None reported.	
Challenges	• Only 23 percent of women older than 15 years are literate. • In late 2011, a tense political environment (protests and opposition to President Abdoulaye Wade's bid for a third term) prompted the implementer to maintain a low profile for its civic and voter education campaign; 600 local NGOs were temporarily suspended.	
Lessons Learned	None reported.	
Resources	No toolkit. Program website: www.ifes.org/countries/Senegal.aspx.	

	Domestic Election Observation by Civic and Media Groups
	Senegal, Africa
Mechanism & Implementer	Non-CEPPS Local CSO: Civil Society Organization's group for the elections (COSCE)
Dates	1/10/2012 – 10/9/2012
Funding Amount	$850,000
Focus on Women	Women subcomponent
Country Context	Partly Free (2011)/Free (2012); Electoral Democracy; Mixed Electoral System 22.7% (2011) 42.7% (2012) women in national parliament, 25% women in Cabinet Legislated Candidate Quotas Lower Middle Income country; 0.54 Gender Inequality Index Score (2012)
Program Description	Sought to help CSOs and journalists observe and provide accurate information on the voting process during the 2012 presidential and legislative elections. (Not much directly targeting women, although a few outputs noted women election observers and journalists.)
Key Results	• Trainings reached 17 percent more women election observers for presidential and legislative elections (from 10 percent to 27percent). • USAID-funded domestic observer groups ensured successful, democratic, fair and credible 2012 presidential and legislative elections.
Collaboration with Donors	USAID used the project funds to convince other donors to provide resources or increase their elections assistance funding and urge their partners to coordinate their activities with those of U.S.-funded groups. Donors were not specified.
Challenges	None reported.
Lessons Learned	The post-election roundtables enabled USAID-funded domestic groups to identify best practices, lessons learned and challenges encountered. They assessed their response to challenges and determined which were appropriate and/or effective.
Resources	The website www.senevote2012.com provided data on the field; the mission also relied on the platforms www.preventionfitnasenegal.org and www.resocit.org

<table>
<tr><td colspan="3" align="center">Promoting Inclusive Elections
Sierra Leone, Africa</td></tr>
<tr>
<td>Mechanism & Implementer</td>
<td>CEPPS
NDI, IFES</td>
<td>Award Number 636-A-00-11-00001-00</td>
</tr>
<tr>
<td>Dates</td>
<td colspan="2">1/24/2011 – 3/31/2013</td>
</tr>
<tr>
<td>Funding Amount</td>
<td colspan="2">$2.3 million</td>
</tr>
<tr>
<td>Focus on Women</td>
<td colspan="2">Women subcomponent</td>
</tr>
<tr>
<td>Country Context</td>
<td colspan="2">Partly free (2011)/Free (2012); Electoral Democracy; Plurality/Majority Electoral System
12.4% women in legislature (2012), 7.7% women in Cabinet, No Quotas
Low-Income country; 0.643 Gender Inequality Index Score</td>
</tr>
<tr>
<td>Program Description</td>
<td colspan="2">Promoted nonviolent elections through intensive civic and voter education, including outreach to women. Worked with individual women and political parties to advance women into leadership positions and as candidates.</td>
</tr>
<tr>
<td>Key Results</td>
<td colspan="2">

The program contributed to the 17 percent increase in female parliamentary candidates and the 50 percent increase in female local council candidates in the 2012 elections compared to the 2007 elections. (There was no corresponding increase in the number of elected women officials).
Five parties (APC, NDA, PMDC, SLPP, and UDM) implemented initiatives to increase the number of women candidates and party members, including setting up party gender committees. Eight parties signed the "Open and Safe Elections" pledge, developed with civil society, to increase leadership opportunities for women.
After receiving training in pre-nomination sessions, 66 of 151 women (44 percent) who participated applied for their parties' nominations.
All surveyed women candidates reported that they used techniques they learned in training during the course of their campaigns.
Ten of the 15 newly elected members of parliament, 74 of 87 women local councilors, and the new mayor and new chairperson were among those who received candidate training.

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</tr>
<tr>
<td>Collaboration with Donors</td>
<td colspan="2">

United Nations Development Program
The United Nations Integrated Peace Building Office in Sierra Leone

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</tr>
<tr>
<td>Challenges</td>
<td colspan="2">

Few women with disabilities were interested in running, so only one was trained and parties nominated few as candidates.
Interparty violence in Bo caused delays and hindered women from cooperating in a multiparty alliance.

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</tr>
<tr>
<td>Lessons Learned</td>
<td colspan="2">A district-level component ensures that local leaders promote women's political participation.</td>
</tr>
<tr>
<td>Resources</td>
<td colspan="2">No toolkit.
Program website: https://www.ndi.org/sierra-leone</td>
</tr>
</table>

Legislative Strengthening and Elections and Political Processes Somalia, Africa		
Mechanism & Implementer	CEPPS NDI, IRI	Award Number AID-623-LA-11-00001
Dates	10/27/2010 – 9/30/2013	
Funding Amount	$11.6 million	
Focus on Women	Women subcomponent	
Country Context	Not Free; No Electoral Democracy; Transition Electoral System 13.8% women in legislature (2012); 5.6% women in Cabinet (8.9% in Somaliland); Reserved Seat Quotas; Low-Income country	
Program Description	Aimed to enhance public involvement in the democratic process. Sought to make political party officials more responsive to constituents. Included a focus on the importance of women's in politics and support for women serving in government. Engages a diaspora community.	
Key Results	- Public opinion research included 268 women participants in 2011. - Training or educational events were provided to 164 national legislators and national legislative staff (seven women) in 2011, and 181 (13 women) in 2012. - Diaspora meetings in London and Oslo drew 96 participants (28 women) and 103 participants (13 women), respectively. - Communication improved between members of parliament (MPs) and civil society. For example, several MPs worked with CSOs closely on progressive election legislation, including a gender quota and reducing the minimum age of candidacy, both of which were ultimately successful.	
Collaboration with Donors	Department for International Development (DFID) provided funding for a complementary six-month legislative and executive strengthening and civic participation program.	
Challenges	Many general challenges involved security issues: Two proposed trips to Mogadishu were canceled due to raised alert levels after terror attacks on the Supreme Court and U.N. compound, as well as several grenade attacks and targeted assassinations.	
Lessons Learned	Women's wings appear to be better organized than their parties.	
Resources	A series of training modules for Somali women MPs was produced. No program website.	

Political Parties as Institutions of Democratic Governance in South Sudan South Sudan, Africa		
Mechanism & Implementer	CEPPS NDI, IRI	Cooperative Agreement Number AID-668-LA-12-00001, Leader with Associates Agreement Number AID-DFD-A-00-08-00350
Dates	1/1/2012 – 8/31/2014 (ongoing)	
Funding Amount	$17 million	
Focus on Women	Women subcomponent	
Country Context	Not Free; No Electoral Democracy; Transition Electoral System 26.5% women in legislature (2011, 2012), 16.7% women in Cabinet, Reserved Seat Quotas Low-Income country; N/A Gender Inequality Index Score	
Program Description	Aims to strengthen political party responsiveness and capacity. Trains and provides technical assistance to women party members, the women's caucus, and the women's league.	
Key Results	- Twelve parties trained in 10 states implemented programs to increase the number of candidates and members who are women, youth and from marginalized groups. - The National Legislative Assembly Women Parliamentarian's Caucus developed a strategic plan to promote gender-equitable laws, include women in peacemaking processes and build the capacity of women leaders. - The Sudan People's Liberation Movement formed a Women's League coordination committee. - The African National Congress (ANC) political party, participants ratified and adopted the new ANC's women's sector constitution to ensure greater representation of women in leadership positions. - South Sudan's first Women's Constitutional Conference drew female leaders from all 10 of South Sudan's State Legislative Assemblies, the National Legislative Assembly, the military and civil society to discuss participation in drafting the country's constitution. - Fourteen party leaders trained women at the grassroots level in all 10 states on the role of political parties.	
Collaboration with Donors	None reported.	
Challenges	South Sudan's nascent government and political parties face many capacity and structural challenges that can pose obstacles to implementing program activities.	
Lessons Learned	None reported.	
Resources	Women's Mobilization Manual Website: www.iri.org/countries-and-programs/Africa/south-Sudan	

South Sudan Civic Participation Project: Supporting Civic Participation, Peace-Building and Conflict Mitigation South Sudan, Africa		
Mechanism & Implementer	CEPPS NDI	USAID Associate Cooperative Agreement No. 650-A-00-09-00005-00, under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	1/12/2009 – 1/31/2014	
Funding Amount	N/A	
Focus on Women	Women subcomponent	
Country Context	Not Free; No Electoral Democracy; Transition Electoral System 26.5% women in legislature (2011, 2012), 16.7% women in Cabinet, Reserved Seat Quotas Low-Income country; N/A Gender Inequality Index Score	
Program Description	Sought to strengthen democratic systems by bolstering citizen and CSO engagement. Aimed to strengthen legal frameworks conducive to civil society and citizen engagement, raise public awareness of democratic principles and strengthen the capacity of CSOs to engage with communities, government and other stakeholders. Women-focused activities centered on engaging citizens in women's constitutional dialogues, as well as engaging women and youth in constituency dialogues.	
Key Results	- Held 39 women's constitutional dialogue workshops discussions in 2013, reaching 19,986 people (10,713 women, 54%); 43 sessions addressed proposed changes to the country's legal framework in 2012, including women's constitutional dialogue workshops. - South Sudan Women General Association (SSWGA) convened a dialogue on the constitutional development process; politicians, civic leaders and rights activists shared lessons learned from the state consultations and previous women's dialogues. Local media outlets covered the dialogue and interviewed the participants about their recommendations to the National Constitutional Review Commission. - The Women's National Constitutional Conference (WNCC) drew 120 women and focused on the constitution-making process. In response to media coverage, WNCC organizing groups were invited to meet with South Sudan President Salva Kiir, who requested that women continue to provide feedback on the constitutional process before he signed it. - Engaged more than 10,000 citizens (nearly half women) from all parts of South Sudan through public forums/constituency dialogues. Many of these issue-based advocacy discussions with policymakers and community leaders have resulted in better service delivery. Topics of concern including boreholes (conflict issue), women's rights in the constitution and access to clean water, education, and health services.	
Donors	None reported.	
Challenges	South Sudan's nascent government and political parties face many capacity and structural challenges that pose obstacles to implementing program activities.	
Lessons Learned	None reported.	
Resources	No toolkit. Website: www.ndi.org/south-Sudan	

Democratic Transition Assistance Zimbabwe, Africa		
Mechanism & Implementer	CEPPS NDI, IRI, IFES	Award Number 674-A-00-10-00020-00
Dates	9/17/2010 – 9/16/2013	
Funding Amount	$10.3 million	
Focus on Women	Women subcomponent	
Country Context	Not Free; No Electoral Democracy; Plurality/Majority Electoral System 15% women in legislatures (2009-12); 13.5% women in Cabinets Reserved Seat & Voluntary Party Quotas Low Income Country; 0.544 Gender Inequality Index Score	
Program Description	Supports peaceful and credible elections. Worked with female candidates, supported outreach to women voters and worked with the election commission to oversee a free and fair election.	
Key Results	• Training was provided to 50 party poll agents (20 women). • Political party training was provided to 1,741 individuals (652 women). • The Movement for Democratic Change (MDC) Assembly of Women successfully hosted kitchen outreach meetings, a direct spinoff from trainings for the women's assembly in the previous year. These meetings enabled the women's assembly to gather participants at members' homes and discuss politics, conduct educational activities and collect information about the local political context.	
Collaboration with Donors	None reported.	
Challenges	• There were attacks on freedom of expression, with the harassment and jailing of journalists and peaceful protestors. • The political environment stifles advocacy for the advancement of democracy; police interrupted two trainings facilitated by grantee the Institute for Democracy in Zimbabwe (IDAZIM). • There was harassment (violence and intimidation) of Women of Zimbabwe Arise (WOZA) leaders.	
Lessons Learned	None reported.	
Resources	No toolkit. No website.	

Asia

Afghanistan: Support to Sub-National Governance Structures Afghanistan, Asia		
Mechanism & Implementer	CEPPS NDI	USAID Associate Cooperative Agreement No. 306-A-00-08-00513-00 under Leader Cooperative Agreement No. DGC-A-00-01-00004-00
Dates	5/1/2008 – 9/31/2013	
Funding Amount	$8.9 million	
Focus on Women	Women subcomponent	
Country Context	Not Free; No Electoral Democracy; 'Other' Electoral System 27.7% women in legislature; 12.0% women in Cabinet; Reserved Seat Quotas Low-income country; 0.721 Gender Inequality Index Score (2012)	
Program Description	Enhanced the ability of 34 provincial councils (PCs, sub-national elected bodies) to contribute to development and governance processes. Supported the Independent Directorate for Local Governance (IDLG) in its assistance to PCs. Provided training and networking for women provincial councilors to represent constituent interests in development planning and to conduct oversight on the implementation of provincial development processes.	
Key Results	- Following a General Directorate of Coordination for Local Councils Affairs (GDCLCA) conference for 108 women councilors from 34 PCs, GDCLCA drafted a report with the councilors' recommendations, including policy reforms for the Ministry of Education, the Ministry of Public Health, and the IDLG. GDCLCA also recruited female staff to lead two capacity development programs. - Submitted a gender manual to the IDLG to assist female provincial councilors. - For the first time in Afghanistan's history, female provincial councilors conducted a survey on issues, such as girls' education and women's rights, of concern to female constituents. - Twenty-one female provincial councilors conducted constituent consultation meetings to review development project progress and advocate for local development priorities; a collective report was prepared and presented. In total, PCs held 203 consultations. PC members (including women) also visited 2,726 development projects. 173 interns (45 women) were placed with provincial councils; 21 of interns (several women) found post-internship jobs.	
Collaboration with Donors	National and international stakeholders, including UN agencies and other donors, attended; PCs led 13 gatherings to discuss current and proposed development planning.	
Challenges	Security remains an issue, affecting program activities in all 34 provinces.	
Lessons Learned	None reported.	
Resources	No toolkit. Program website: www.ndi.org/Afghanistan.	

Accountability in Governance and Politics Cambodia, Asia		
Mechanism & Implementer	CEPPS NDI, IRI, IFES	Award Number AID-442-A-09-00001
Dates	9/30/2009 – 9/29/2014 (ongoing)	
Funding Amount	$19.6 million	
Focus on Women	Women subcomponent	
Country Context	Not Free; Not Electoral Democracy; Proportional Representation Electoral System 21.1% (2009-10) & 20.3% (2011-12) women in legislature; 4.9% women in Cabinet; No Quotas; Low-Income country; 0.473 Gender Inequality Index Score (2012)	
Program Description	Three broad objectives: strengthen accountability, generate progressive leadership and support election systems. Components target youth activism (including young women) and women voter outreach. Women from the grassroots and women leaders participated.	
Key Results	• Twenty-five graduates of the women's progressive leadership program ran for commune council seats; six won. • Participants in focus groups viewed women leaders more positively after the Policy-Focused Constituency Dialogues, • The National Election Commission accredited 108 women graduates of the IFES training program as local election observers. • 196 graduates of the women's progressive leadership program applied for election administration positions, 124 ended up working as electoral administrators during the commune council elections, and 27 worked as election observers.	
Collaboration with Donors	UNDP co-organized a conference for young Cambodian women featuring the deputy speaker of the Philippines House of Representatives.	
Challenges	The Cambodian People's Party (CPP) declined an invitation to participate in Constituency dialogues. In Kampot, officials terminated the Constituency dialogue.	
Lessons Learned	• Participants value refresher training and employment coaching skills in the women's leadership program. • Consistent and sustained training is needed to address the limited preparation of Cambodian women for public service, including elected officials, government officers and civil society representatives.	
Resources	No toolkit. USAID program website: www.usaid.gov/cambodia/promoting-accountability-and-transparency. IFES program website: www.ifes.org/Content/Projects/Asia/Cambodia/Accountability-in-Governance-and-Politics-Program/Nav/About.aspx.	

Support to Fiji's Constitution Commission Fiji, Asia Pacific		
Mechanism & Implementer	Non-CEPPS American Bar Association: Rule of Law Division (Asia Division)	Award Number DFD-A-00-09-00058-03
Dates	6/26/2012 – 6/15/2013	
Funding Amount	$800,000	
Focus on Women	Women subcomponent	
Country Context	Partly Free; No Electoral Democracy; Transition Electoral System 0% women in legislature, 11.1% women in Cabinet, No Quotas Upper Middle Income country; N/A Gender Inequality Index Score	
Program Description	Worked with the Constitutional Commission draft an inclusive and comprehensive Constitution. Worked with NGOs to ensure that interests of all groups (including women) were considered. (Ultimately, the government abandoned the process, nullifying the work of the Constitutional Commission.)	
Key Results	• NB: Fiji's government undermined and abandoned the process by rejecting the commission's draft constitution and eliminating the Constituent Assembly. However, the program implemented an inclusive process that strengthened participation. • Subgrantee CSOs (including FEMlink Pacific) reached 10,000 people through awareness-raising programs. • Community members submitted approximately 6,000 items to the commission, in addition to more than 100 submissions from NGOs. • The commission made special efforts to hear from people of all ethnic backgrounds, and especially from women, youth and the disadvantaged. • The commission had adequate resources and support to implement its mandate during the consultation phase, and it incorporated public input into its draft constitution. • The public gained a strong understanding of the commission's draft constitution, the revised constitution, and the impact of provisions in both.	
Collaboration with Donors	United Nations Development Program (UNDP)	
Challenges	• The political environment prevented holding workshops on topics that the government deemed sensitive.	
Lessons Learned	• International experts gave activists powerful tools to challenge governmental actions.	
Resources	No toolkit. Website for local CSO partner (FEMlink Pacific): www.femlinkpacific.org.fj.	

Indonesia: Representative Parties Project **Indonesia, Asia**		
Mechanism & Implementer	CEPPS NDI, IRI, IFES	USAID Associate Cooperative Agreement No. 497-A-00-10-00004, under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	12/1/2009 – 2/28/2015 (ongoing; cost-extension 2/13, with women-focused objectives)	
Funding Amount	$9.5 million + $4.7 million	
Focus on Women	Women subcomponent	
Country Context	Free; Electoral Democracy; Proportional Representation Electoral System 18.6% women in legislature (2012), 11.4% women in Cabinet, Legislated Candidate Quotas Lower Middle Income country; 0.499 (2010) & 0.494 (2012) Gender Inequality Index Score	
Program Description	Sought to make parties in Indonesia representative and policy-oriented. Fostered more representative and inclusive parties, strengthened parties' ability to develop and advocate representative policies, supported effective election administration and supported civil society to conduct voter education and outreach. Worked to engage women in the political process, increase the number of women candidates and increase capacity.	
Key Results	- The Women's Political Caucus of Indonesia lobbied the Golkar party, which decided to nominate at least 30 percent women and youth legislative candidates and promised to place these candidates in strategic electoral districts and prominently on candidate lists. - After training, the National Awakening Party (PKB) revisited its platform using focus group data, including an emphasis on women's issues and women's participation within the party. PKB created a new recruitment program to increase the number and quality of women participants. Event attendance included 675 national legislators and legislative staff (309 women). - Women's training program alumnae trained fellow party members, and many participants agreed to serve in campaign leadership positions. Twenty-six percent of women and youth training participants took on leadership and policymaking roles in parties. - Women participants and local NGOs created a women's forum. Outreach by women and youth wings engaged at least 2,973 individuals (1,580 women). - Twenty-six youth and women alumni organized 10 advocacy campaigns and trained 555 fellow party members. Fifteen political parties implemented initiatives in 2013 to increase candidates/members who are women, youth and from marginalized groups.	
Collaboration with Donors	The Asia Foundation, UN Women, Indonesian Forum of Parliamentarians on Population and Development, Oxfam, and the Women's Parliamentary Caucus – Republic of Indonesia	
Challenges	• Parties complain that most women on lists lack the necessary qualifications.	
Lessons Learned	- Consider budgeting start-up funds available to participants for advocacy activities. - An experience gap was observed between women and youth participants in Aceh vs. those in South Sulawesi; trainings should factor in differences.	
Resources	Program websites: www.ndi.org/Indonesia; www.iri.org/countries-and-programs/Asia/Indonesia; www.ifes.org/countries/Indonesia.aspx.	

	Promoting Local Level Political Initiatives Kazakhstan, Asia	
Mechanism & Implementer	CEPPS NDI (working very closely with a local partner, Shanyrak)	Award Number 115-A-00-09-00009-00
Dates	1/30/2009 – 12/31/2011	
Funding Amount	$1.6 million	
Focus on Women	Women subcomponent	
Country Context	Not Free; Not Electoral Democracy; Proportional Representation Electoral System, 17.8% (2009-2011) & 24.3% (2012) women in legislature, 15.8% women in Cabinet No Quotas, Upper Middle Income country; 0.312 Gender Inequality Index Score (2012)	
Program Description	Strengthened the capacity of political party members, civic leaders, and ordinary citizens to engage in local level political initiatives. Fostered local councils' responsiveness to community needs through increased outreach. Enhanced women's political participation and leadership at the local level, including capacity-building trainings and activities for elected officials and political parties, formation of women-majority citizen initiative groups, leadership seminars for female activists and workshops for local women's organizations.	
Key Results	- Women comprised 70 percent of the 1,119 people who participated in activities for citizen initiative groups and maslikhats (local representative bodies). - The ratio of women to men in activities for citizen initiative groups and maslikhats increased dramatically over time, beginning with just 29 percent in 2009, 60 percent in 2010, and 80 percent in 2011 and 2012. - More women got involved in local-level politics: 24 in 2009, 164 in 2010 and 442 in 2011. - More than 70 delegates from 15 regions participated in the international conference on Gender Equality in Decision-Making, pushing for Kazakhstan to attain 30 percent representation by women in decision-making positions throughout government. - Women comprised 71 percent of the 942 individuals receiving USAID-assisted training and 78 percent of the 98 officials who participated in program activities.	
Collaboration with Donors	- UN Women: Co-hosted international conference on Gender Equality in Decision-Making. - The Friedrich Ebert Foundation: Provided funding for a separate training for women.	
Challenges	Local partner Shanyrak faced possible funding shortfalls by the end of 2010, so new civic partners were needed to ensure longer-term sustainability of programing.	
Lessons Learned	Continuous involvement of local government officials ensures better support and participation than one-time activities.	
Resources	Women's Leadership website: www.facebook.com/groups/kazakhstangenderequality Women's leadership social network community website: www.my.mail.ru/community/zhen_liderstvo	

Political Process Kyrgyzstan, Asia		
Mechanism & Implementer	CEPPS NDI, IRI, IFES	Award Number AID-176-LA-12-00003
Dates	4/1/2012 – 9/30/2015 (ongoing)	
Funding Amount	$5.9 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; No Electoral Democracy; Proportional Representation Electoral System 23.3% women in legislature (2012), 10.5% women in Cabinet, Legislated Candidate Quotas Low Income country; 0.357 Gender Inequality Index Score (2012)	
Program Description	Promotes women's involvement in local-level politics. Works at the local level, with the women's parliamentary caucus, and supports activism and civic education initiatives.	
Key Results	• In November 2012, five of 56 program trainees won election in the Karasuu districts of Oshoblast; four of 13 won in the Nookat district; and three of 17 won in Jalalabad. • Three women credited program training with their elections to key positions on local councils. • 561 women engaged in party activities or ran for parliament. • 624 women participated in trainings on political and civic activism.	
Collaboration with Donors	• None reported.	
Challenges	• Some women in the Forum of Women Members of Parliament are hesitant to contradict their party's leadership on policy positions. • Many major party leaders seem content to embrace the status quo and focus on retaining power rather than reform their party.	
Lessons Learned	None reported.	
Resources	No toolkit. Program website: www.ifes.org/Content/Projects/Europe/Kyrgyzstan/3_13-Kyrgyzstan-Political-Processes-Program.aspx	

Citizen Engagement and Elections **Mongolia, Asia**		
Mechanism & Implementer	Non-CEPPS - Internews; Women for Social Progress (WSP) Movement (local NGO); and Mercy Corps	USAID Grant Number AID-438-A-12-00001
Dates	2/1/2012 – 9/30/2012	
Funding Amount	$450,000	
Focus on Women	Focus on Youth, Women, and People with Disabilities (PWD)	
Country Context	Free; Electoral Democracy; Mixed Electoral System, 3.9% ('11) & 14.9% ('12) women in parliament, 7.1% women in Cabinet Legislated Candidate Quotas, Lower Middle Income; 0.328 Gender Inequality Index Score	
Program Description	Aimed to increase citizen engagement through voter education (with a focus on women, youth and people with disabilities) before the June 2012 parliamentary elections. Supported NGOs to conduct voter outreach; integrated Information and Communication Technology for outreach; trained journalists on elections and political reporting. Conducted voter education and helped NGOs learn to do the same.	
Key Results	- Following a training of trainers, an unofficial advocacy network was established, helping local NGO Women for Social Progress (WSP) expand its network and reach. - Following training, 105 journalists improved their understanding of democracy, elections, human rights, women's political participation and gender equality by 72 percent. - Seventeen public awareness and voter education products were developed and implemented using new media, including 12 video reports targeting women and youth; these were broadcast nationwide before the parliamentary election, were widely viewed and received an award for best program in June. - Strengthened 220 CSOs that promote political participation and voter education; project outputs and outcomes showed advances for civil society groups, youth groups and women. - Published and distributed 42,000 voter education products to people in rural areas, describing how to fill out a paper ballot and detailing new election laws.	
Collaboration with Donors	None reported.	
Challenges	- Overall voter participation declined in June 2012 parliamentary election compared to the previous election, making program assessment difficult. - WSP's leader was nominated for parliament, resulting in the program contract being terminated to avoid a conflict of interest.	
Lessons Learned	- Youth and other marginalized groups can be reached more effectively through collaboration with local NGOs that are already working with them. - Media events increased visibility for election hotline, which in turn increased use. - Investigate mobile phone advertising opportunities.	
Resources	- A training toolkit for community leaders or NGOs to promote community mobilizing. - Election websites: www.2012.mn and GoGo.mn. - The "1994 Voter Education Hotline" was available to improve voter knowledge.	

	Supporting Women Candidates in Elections Mongolia (Women's Democracy Network (WDN) Subgrant Program)	
Mechanism & Implementer	CEPPS Leader Awards IRI grant to Women for Social Progress (WSP)	Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	3/1/2011 – 6/30/2012	
Funding Amount	$54,000	
Focus on Women	Women-focused	
Country Context	Free; Electoral Democracy; Mixed Electoral System 3.9% ('11), 14.9% ('12) women in legislature, 7.1% women in Cabinet; Legislated Candidate Quotas; Lower Middle Income country; 0.328 Gender Inequality Index Score (2012)	
Program Description	Targeted women politicians to increase the number of women running for office in the local and national parliamentary elections in 2012. Executed public education on women's capability and worth to serve as elected officials.	
Key Results	• Trained 300 women through six training conferences before the elections in Ulaanbaatar and the provinces of Donagobi, Dornod and Zavkhan. • Nine women won elections in the parliamentary elections in June 2012, an increase from only three women in the previous parliament. • The number of women ministers increased from one to three. • In pre-and post-training evaluations, 58 percent of participants reported no prior candidate training and 92 percent said the workshop's lessons and topics were useful. • Distributed a report to political parties on integrating women before the June 2012 elections; three of them used the report in platforms on women's representation.	
Collaboration with Donors	None reported.	
Challenges	None reported.	
Lessons Learned	• Visibility remains a key component in the successful promotion of women as viable and competent candidates in Mongolia. Television programs featuring the voices of women running for office helped educate the male-dominated society about the benefits of female elected officials, as well as in provided needed exposure for women candidates. • A report on integrating women into political parties was one of the most important tools to promote the election of women.	
Resources	• A 30-minute television program titled "Why Women Should Be Selected to Fulfill Decision-Making Roles." • An article that explored the benefits of female political representation, published in Zonee Medee newspaper. • A report on integrating women into political parties.	

Strengthening Political Parties, Electoral and Legislative Processes Nepal, Asia		
Mechanism & Implementer	CEPPS NDI, IFES	Award Number AID-367-LA-10-00001
Dates	8/3/2010 – 8/31/2015 (ongoing)	
Funding Amount	$23.9 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; No Electoral Democracy; Mixed Electoral System 33.2% women in legislature (2012); 15.4% women in Cabinet; Legislated Candidate Quotas Low Income country; 0.485 Gender Inequality Index Score (2012)	
Program Description	Focuses on political parties and improving electoral and legislative processes. Supports the Inter-Party Women's Alliance (IPWA). Helps women advocate for their rights during the constitution drafting process. Administered Future Leadership Academy (FLA).	
Key Results	• Ten political party partners conducted 23 trainings, some of which were woman-focused. • The IPWA established itself as a strong political force in the districts, establishing subcommittees in 15 districts, a majority of which successfully lobbied for funding from the District Development Committees. • CSO voter education and motivation activities reached more than 1.6 million potential voters from disadvantaged groups (50 percent women). • Town hall meetings in 45 municipalities nationwide drew 20,479 total participants (9,415 women). • CSOs supported 163,858 eligible voters (87,962 women) to register through 720 help desks at mobile registration camps.	
Collaboration with other Donors	• UNDP Electoral Support Program developed materials for workshops on gender and elections for the media. • The Carter Center (TCC), Asian Network for Free Elections (ANFREL), and the European Union (EU) worked on election observation.	
Challenges	• Ongoing deadlock over the prime minister's election and internal party conflicts and factionalism resulted in communication struggles with parties and leaders. • The Unified Communist Party of Nepal was reluctant to participate in the overall program. • Fewer women (64 percent) are registered to vote compared to men (80 percent). • The tumultuous political situation caused operational difficulties; partners faced strikes in the far west and Terai regions.	
Lessons Learned	None reported.	
Resources	• The Women's Parliamentary Caucus published a book titled "Women's Rights" and developed an agenda to be incorporated in the new constitution. • IPWA published a training manual on women's leadership development. • NDI published a book to highlight contributions of 24 women political leaders during the first two-year term of the Constituent Assembly, which ended in 2010. • Program website: www.ifes.org/Content/Projects/Asia/Nepal/4-13-Strengthening-Political-Parties-Electoral-and-Legislative-Processes-in-Nepal.aspx	

Strengthening the Capacity of Political Parties in Papua New Guinea **Papua New Guinea, Asia**		
Mechanism & Implementer	CEPPS NDI, IFES	USAID Associate Cooperative Agreement No. AID-492-LA-12-00001, under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	2/13/2012 – 12/31/2012	
Funding Amount	$1 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; Electoral Democracy; Plurality/Majority Electoral System (Westminster system) 2.7% women in legislature (2012), 0% women in Cabinet, No Quotas Lower Middle Income country; 0.617 Gender Inequality Index Score	
Program Description	Strengthened political party governance and transparency; helped parties be more responsive to citizen needs. Two reports on campaign finance and public opinion had sections focused on women.	
Key Results	- Two reports produced: One on campaign finance with information on how this issue affects women candidates; the other on public opinion with attitudes on women's political participation. - Copies of the Focus Group Report were printed and distributed to all 46 registered political parties, 111 members of parliament (MPs), 30 female political leaders, heads of NGOs, research organizations, academia, business organizations, the media, international donor organizations and foreign embassies. - Training was provided to 28 participants (nine women) on Papua New Guinea's campaign finance regulations, as well as their effect on women planning to run for office. - Training was provided to 55 individuals (eight women) on political party issues. - Public opinion research results were shared with the National Council of Women and other women leaders.	
Collaboration with Donors	- United Nations Development Programme - U.S. Embassy	
Challenges	None reported.	
Lessons Learned	Partnership with the Integrity of Political Parties & Candidates Commission made the political parties more accessible. Implementer was able to be more proactive in on party participation and women's representation in activities.	
Resources	Report on campaign finance (with sections on women in politics and campaign finance). The NDI focus group report (with substantial information on women) can be found at: www.ndi.org/files/PNG-focus-group-110112.pdf	

Uzbekistan: Political Party Development and Strengthened Civic and Political Leadership Uzbekistan, Asia		
Mechanism & Implementer	CEPPS NDI	USAID Associate Cooperative Agreement No. 122-A-00-00020-11, under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	10/1/2009 – 1/31/2013	
Funding Amount	$1.2 million	
Focus on Women	Women subcomponent (secondary objective)	
Country Context	Not Free; No Electoral Democracy; Plurality/Majority Electoral System 22% women in legislature (2009), 10.5 % women in Cabinet, Legislated Candidate Quotas Lower Middle Income country; N/A Gender Inequality Index Score	
Program Description	Strengthened CSOs' and political parties' abilities to engage in the political process. Supported CSO groups' organizational development and advocacy campaigns; provided political parties and politicians (including women) with trainings and briefings on democratic systems.	
Key Results	• Seventeen NGO leaders were trained on priority gender issues, including domestic violence, human trafficking and HIV/AIDS. • Political party training was provided for 88 women.	
Collaboration with Donors	• The Central Election Commission of Uzbekistan, the Oliy Majilis, the Organization for Security and Co-operation in Europe (OSCE), and the Friedrich Ebert Foundation: Co-sponsored a conference titled "International Panel Discussion on Democratization of the Electoral System: International Practice and the Experience of Uzbekistan." • The United Kingdom Foreign Commonwealth Office (UK FCO) supported a series on media and parliament.	
Challenges	• The government restricted international implementers from assisting parties during official campaigns. • The closed political space inhibited the ability to continue advising unregistered political groups.	
Lessons Learned	None reported.	
Resources	No toolkit. Program website: www.ndi.org/Uzbekistan.	

	Promoting Democratic Institutions and Practices (PRODIP) South Asia, Asia								

Mechanism & Implementer	Non-CEPPS Asia Foundation				Cooperative Agreement No. 388-A-10-00092-00				
Dates	05/01/2011 – 07/08/2015 (ongoing)								
Funding Amount	$23.2 million								
Focus on Women	Women subcomponent (secondary objective)								

	Country	Freedom Rank	Electoral Demo-cracy	Electoral System	Women Legislature	Women Cabinet	Quotas	Income Level	Gender Index
Country Context	Afghanistan	Not Free	No	Other	27.7%	12%	Res. seats	Low	0.721 (2012)
	Bangladesh	Partly	Yes	Plurality/ Majority	19.7%	14.3%	Res. seats	Low	0.518
	India	Free	Yes	Plurality/ Majority	11% lower house/10.7% upper house (2012)	9.8%	Res. seats	Lower Middle	0.61
	Nepal	Partly	No	Mixed	33.2% (2012)	15%	Res. seats	Low	0.485 (2012)
	Pakistan	Partly	No	Mixed	22.5% lower house/17% upper house (2012)	10%	Res. seats	Lower Middle	0.567
	Sri Lanka	Partly	No	Mixed	5.8% lower house (2012)	N/A	Res. seats	Lower Middle	0.402

Program Description	Aims to improve the effectiveness and transparency of the parliament while increasing civil society participation in public policymaking and the legislative process. Provides resources, encourages exchange/learning, and strengthens networks among women members of parliament (MPs) from Afghanistan, Bangladesh, India, Nepal, Pakistan and Sri Lanka.
Key Results	- A 2013 conference launched a regional network and secretariat among women MPs from South Asia to serve as a regional coordination center for future activities. - Produced country action plans that provide structure for follow-up activities by the secretariat. - Established a women's parliamentarian caucus and ratified a network declaration.
Donors	None reported.
Challenges	None reported.
Lessons Learned	Women's caucuses need ample resources and support to succeed.
Resources	2013 Conference Report & Program website: http://prodip.org.

Europe and Eurasia

Strengthening Capacity of WDN Albania and Women in Politics **Albania (Women's Democracy Network (WDN) Subgrant Program)**		
Mechanism & Implementer	CEPPS Leader Award IRI – WDN Albania	Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	3/7/2011 – 6/6/2012	
Funding Amount	$40,000	
Focus on Women	Women-focused	
Country Context	Partly Free; Electoral Democracy; Proportional Representation Electoral System 16% women in legislature, 6.7% women in Cabinet, Legislated Candidate Quotas Upper Middle Income country; 0.251 Gender Inequality Index Score (2012)	
Program Description	Seeks to increase women's participation as elected officials and decision-makers. Primarily works directly with aspiring women leaders.	
Key Results	90 women candidates and campaign managers participated in the 2011 local elections, with a 4 percent increase in the number of elected women local councilors. - About 25 of the 33 workshop participants (15 WDN chapter members and 18 graduates of the Women's Leadership and Political Reform Academy) joined party women's wings, and 90 percent organized discussion forums at political party meetings. - Trained 50 women (including five newly elected Tirana councilors and mayors and 17 recent candidates) who conducted 37 workshops and forums for more than 518 women from various political parties. - Academy participants produced several publications; e.g., Antoneta Malja wrote an article published online titled "Electoral Code and What Women Expect From It."	
Collaboration with Donors	None reported.	
Challenges	None reported.	
Lessons Learned	A U.S. presence at subgrantee events bolsters work and reach.	
Resources	Academy training materials were produced. Program website: www.wdn.org/discover-our-programs/country-chapters/albania.	

Azerbaijan: Strengthening Political Parties and Civil Society Organizations Azerbaijan, Europe & Eurasia		
Mechanism & Implementer	CEPPS NDI	USAID Associate Cooperative Agreement TBD, under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	3/1/2009 – 9/30/2009	
Funding Amount	$430,000	
Focus on Women	Women subcomponent	
Country Context	Not Free; No Electoral Democracy; Plurality/Majority Electoral System 27.7% women in legislature (2012); 2.9% women in Cabinet; No Quotas Upper Middle Income country; 0.712 Gender Inequality Index Score (2012)	
Program Description	Aimed to strengthen civil society organizations (CSOs) and political parties before the 2009 municipal elections. Supported CSOs and civic activists, providing technical assistance and skills-building to monitor elections and conduct advocacy on laws and community campaigns. Strengthened political party member skills, cultivated new emerging leaders and supported public forums and discussions. Trained women leaders, sought to raise the public profile of politically active women through advocacy initiatives and promoted networking among women's organizations and activists.	
Key Results	• Recruited 20 mid-level staff members from 13 women's organizations to participate in the Women's Action Group (WAG) Initiative. Following trainings, participants agreed to support an independent municipal-level candidate and her campaign through local television and get-out-the-vote initiatives. • WAG program in Sheki gained support from local government, women's organizations and the international community; participants began communicating with their elected officials. Four WAG participants started local NGOs focused on the environment, eco-tourism and youth outreach. • Election Monitoring and Democracy Studies (EMDS) Center held four civic forums, with 87 participants, on elections processes and the importance of women and minority turnout. • Six political parties implemented programs to increase the number of candidates and members who are women, youth and representatives of marginalized groups.	
Collaboration with Donors	None reported.	
Challenges	Opposition political parties continued to suffer from government harassment, ongoing restrictions to access to media and limitations on public assembly.	
Lessons Learned	None reported.	
Resources	No toolkit. No website.	

Women's Participation Program (WPP) **Azerbaijan, Europe & Eurasia**		
Mechanism & Implementer	Non-CEPPS Counterpart International	Associate Cooperative Agreement: AID-112-LA-11-00001; LWA Cooperative Agreement: DFD-A-00-09-00141
Dates	9/23/2011 – 9/31/2013	
Funding Amount	$2 million	
Focus on Women	Women-focused	
Country Context	Not Free; Not Electoral Democracy; Plurality/Majority Electoral System 27.7% (2012) women in legislature; 2.9% women in Cabinet; No Quotas Upper Middle Income country; 0.712 Gender Inequality Index Score (2012)	
Program Description	Seeks to raise public awareness of issues that affect women, improve women's abilities to influence government policies, empower more women to engage in political processes and strengthen the capacity of civic and state organizations to address women's issues.	
Key Results	• The Women's Leadership Conference Dialogue brought together more than 100 stakeholders, including CSO and government representatives. Participants submitted 22 policy recommendations to the Cabinet of Ministers. Recommendations call for improving existing gender legislation; investments in monitoring, analysis and research on gender issues; increased public awareness and training on gender issues; and temporary measures, such as quotas, to increase women's leadership. • A campaign by Women for Development of Municipalities and the Independent Consumers' Union led to the Center for Municipalities under the Ministry of Justice to issue an official order on Nov. 12, 2012, that called on all municipalities to promote staff gender balance and gender equality in decision-making.	
Collaboration with Donors	Several donors participated in meetings to discuss potential opportunities for synergy and collaboration on activities related to gender: • OXFAM • GIZ (German International Cooperation) • United Nations Population Fund (UNFPA) • Japan International Cooperation Agency	
Challenges	The parliament declined to support a planned series of women's leadership trainings for junior female parliamentary staff.	
Lessons Learned	Working closely with the State Committee for Family, Women and Children's Affairs averts challenges as partner CSOs implement projects.	
Resources	• Aired five public service announcements as of June 2012. • Produced an informational bulletin on gender ("Women and Society"). • Compiled a book of personal stories by Azerbaijani women leaders. • Program website: www.counterpart.org/our-work/projects/womens-participation-program-in-azerbaijan.	

Azerbaijan: Strengthening Citizen Engagement in the Political Process **Azerbaijan, Europe & Eurasia**		
Mechanism & Implementer	CEPPS NDI	USAID Associate Cooperative Agreement AID-112-LA-10-00001 under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	10/16/2009 – 2/28/2015 (ongoing)	
Funding Amount	$3.5 million	
Focus on Women	Women subcomponent	
Country Context	Not Free; No Electoral Democracy; Plurality/Majority Electoral System 27.7% women in legislature (2012); 2.9% women in Cabinet; No Quotas Upper Middle Income country; 0.712 Gender Inequality Index Score (2012)	
Program Description	Sought to strengthen citizen engagement in political and civic processes. Supported women and youth in leading civic projects; issued grants to CSOs for voter education and election monitoring; advised parties on enhancing responsiveness and representation.	
Key Results	- The Emerging Leaders Program (ELP) – designed to give organizing skills and firsthand experience to women and youth activists – prompted political action from 70 participants. - ELP also spurred eight community development projects by 189 participants (100 women) that benefited 2,109 people. - The Sumgayit Advisory Council's online awareness campaign successfully persuaded local government to address local waste management; in the process, 285 women and youth engaged with communities and local representatives. - Informal regional working groups transitioned into independent, formal advisory councils (including women members); they engage local residents and government and organize community trainings and petitions. - CSO movement conducted four roundtable discussions on youth and women's civic activism; independent activists and 12 youth organizations' representatives attended.	
Collaboration with Donors	None reported.	
Challenges	- In 2011, the NDI program and office were closed by the government. - In the months leading up to the 2013 presidential election, local protests resurfaced throughout the country, and the authorities cracked down on domestic and international organizations, including NDI. - In March 2013, NDI was accused of illegally funding Azerbaijani organizations with the aim of inciting a revolution. NDI's resident director was denied a visa to return to Baku, and the cost-extension activities were delayed by many months.	
Lessons Learned	None reported.	
Resources	Program website: www.ndi.org/Azerbaijan.	

	Political Party Assistance 2010 Election Program Bosnia, Europe & Eurasia	
Mechanism & Implementer	CEPPS NDI, IRI	Award Number 168-A-00-10-00102-00
Dates	5/4/2010 – 7/31/2011	
Funding Amount	$830,000	
Focus on Women	Women subcomponent	
Country Context	Partly Free; Electoral Democracy; Proportional Representation Electoral System 19% (2009), 16.7% (2010), 21.4% (2011-12) women in legislature, 6.3% women in Cabinet Legislated Candidate Quotas; Upper Middle Income country	
Program Description	Pre- and post-2010 elections, helped moderate political parties develop and communicate relevant political platforms focused on the most urgent issues for citizens. (Scarce information on work targeting women.)	
Key Results	• Multiparty women's leadership trainings for female candidates and campaign staff were one of the most successful components of IRI's pre-election programming. Participants expressed support for continuing these activities and lauded the opportunity to network with counterparts from other parties. • 481 individuals (167 women) received NDI programming assistance, while 340 individuals (141 women) received IRI programming assistance.	
Collaboration with Donors	None reported.	
Challenges	None reported.	
Lessons Learned	• Pre-election programming could have been more beneficial earlier in the election cycle. Future programming should consider coordinating with parties on campaign assistance up to a year before the election. • The multiparty women's leadership trainings for female candidates and campaign staff provided concrete examples of how unifying issues for Bosnians, regardless of ethnicity or entity, can be used as the foundation for greater cooperation.	
Resources	No toolkit. No website.	

Strengthening Accountability of Women and Young Political Leaders **Bosnia, Europe & Eurasia**		
Mechanism & Implementer	Non-CEPPS Council of Europe (CoE) in cooperation with the School of Political Studies, BiH	Award Number AID-168-A-11-00008
Dates	9/30/2011 – 6/26/2013	
Funding Amount	$1.2 million	
Focus on Women	Women-focused	
Country Context	Partly Free; Electoral Democracy; Proportional Representation Electoral System 19% (2009), 16.7% (2010), 21.4% (2011-12) women in legislature, 6.3% women in Cabinet Legislated Candidate Quotas; Upper Middle Income country	
Program Description	Sought to increase women's engagement in political processes and strengthen the accountability of political party leaders. Supported workshops to encourage women to vote and run for office.	
Key Results	• Out of 300 candidates who participated in workshops, 109 women won seats on local councils in the October 2012 municipal elections. • Twenty political parties implemented programs to increase the candidacy by and membership of women, youth and people from marginalized groups. • Council of Europe workshops in 64 municipalities reached approximately 8,000 women.	
Collaboration with Donors	None reported.	
Challenges	None reported.	
Lessons Learned	None reported.	
Resources	No toolkit. No website.	

Political Processes Support Program Bosnia, Europe & Eurasia		
Mechanism & Implementer	CEPPS – NDI, IRI	Award Number AID-168-LA-11-00001
Dates	10/1/2011 – 3/31/2015 (ongoing)	
Funding Amount	$3.7 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; Electoral Democracy; Proportional Representation Electoral System 19% (2009), 16.7% (2010), 21.4% (2011-12) women in legislature, 6.3% women in Cabinet Legislated Candidate Quotas; Upper Middle Income country	
Program Description	Trains youth and women on leadership and communication, from the grassroots level to informal civil groups. Strengthens women politicians and those who aspire to national office.	
Key Results	• 36 women assumed new party leadership positions. • Two-thirds (14 of 21) of participants in the Young Women's Leadership Academy ran for local office in the October 2012 elections. Four won municipal council seats. • Party women's organizations developed three long-term and three short-term strategic plans. • Officially launched in March 2013, the Women's Caucus (including 35 women — 22 in the House of Representatives and 13 in the House of Peoples — from eight political parties) has issued seven statements on issues of interest to women MPs.	
Collaboration with Donors	• UN Women, The Council of Europe, OSCE	
Challenges	• A local newspaper ran a story on a "women candidates' beauty contest," reinforcing gender bias against females seeking office. • Several male MPs have voiced discomfort with women MPs forming a caucus. • Caucus members rely on outside support because Parliament does not have available office space or administrative staff.	
Lessons Learned	• Since female candidates rarely receive media attention and are often excluded from party campaign activities, women need to creatively engage the electorate. • Consistent, methodical work yields better results than periodic, non-regular support, as evidenced by women candidates whose success in the October 2012 municipal elections followed sustained program involvement. • Informal consultations were as important as formal events. • Public support from the U.S. ambassador, the heads of mission of the Organization for Security and Co-operation in Europe (OSCE), the Council of Europe, USAID and UN Women attracted media attention for the project and motivated Caucus members.	
Resources	No toolkit. No website.	

Georgia: Parliamentary Strengthening Project Georgia, Europe & Eurasia		
Mechanism & Implementer	CEPPS NDI	USAID Associate Cooperative Agreement No. AID-114-LA-10-00001, under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	9/1/2009 – 12/2013	
Funding Amount	$8.2 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; No Electoral Democracy; Mixed Electoral System 5.1% women in legislature (2009), 15.8% women in Cabinet, Legislated Candidate Quotas Lower Middle Income country; 0.438 Gender Inequality Index Score	
Program Description	Sought to strengthen Georgia's parliamentary election process and increase political parties' representation and responsiveness. Worked to strengthen parliamentary committees' systems and responsiveness to NGOs and citizens. Supported CSOs in monitoring elections. Worked with female candidates on campaigning and direct outreach to constituents. Additional funding awarded in June 2012 to support women in parliamentary elections.	
Key Results	• Of seven female majoritarian candidates who received messaging and outreach support, three won their districts; women comprised 726 of 2,312 of the registered party list candidates and 68 of the 436 majoritarian candidates. • Recorded debates featuring women candidates were aired on TV, increasing their visibility outside their districts. • At least 55 female parliamentary staff were trained by Future Women Leaders program. • The Future Women Leaders program completed a cycle of training which engaged 21 female parliamentary staffers, public servants, political party staff, journalists, NGO members and business representatives. • Facilitated a conference on women's political participation; representatives of 11 Georgian political parties signed the Win with Women Global Action Plan (GAP), which provided input to the Georgian government's Gender Equality National Action Plan section on political participation. • Following a Win with Women: Strengthen Political Parties conference, attended by more than 50 representatives of political parties and NGOs 11 parties pledged to strengthen women's political participation and take steps outlined in the Global Action Plan.	
Collaboration with Donors	Swedish International Development Cooperation Agency, British Foreign & Commonwealth Office (FCO), UN Women, Asian Development Bank, UNDP, Oxfam	
Challenges	Many political party leaders do not see women candidates as adding value. When parties do include women, it is often out of perceived pressure from the international community or a desire to access incentives. Many parties do not understand how prioritizing women candidates and conducting targeted outreach can help them win elections.	
Lessons Learned	None reported.	
Resources	No toolkit. Program website: www.ndi.org/Georgia.	

Georgia: Increased Trust in the Electoral Process (ITEP) **Georgia, Europe & Eurasia**		
Mechanism & Implementer	CEPPS IFES	USAID Associate Cooperative Agreement No. AID-114-LA-10-00003-03 under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	7/1/2010 – 7/31/2014 (ongoing)	
Funding Amount	$8.25 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; No Electoral Democracy; Mixed Electoral System 5.1% women in legislature (2009), 15.8% women in Cabinet, Legislated Candidate Quotas Lower Middle Income country; 0.438 Gender Inequality Index Score	
Program Description	Aims to increase trust in electoral processes among political participants and the public. Activities support an inclusive, fair and competitive election process as well as enhancing awareness and engagement of citizens. Supported the Georgian Central Election Commission (CEC) on capacity and transparency efforts; provided technical support to CSOs and media outlets; worked with parties on election law reform; worked to improve voter access/registry; conducted voter and civic education; conducted outreach on women's political participation.	
Key Results	• The "2nd Roundtable on Political Party Funding and Women's Participation in Political Life" received strong media coverage and added two agenda items: political finance reforms and increasing women's participation in politics. • Draft amendments to the Election Code of Georgia were developed, stating that if a female member of parliament resigns, she must be replaced by the next female candidate on the party list. • The "Gender Equality in the Political Processes" conference raised awareness of the Gender Equality Network (GEN), the Gender Equality Recommendations Package, and the 2013-2014 Gender Equality Action Platform. • The Union of Women (35 NGOs) and the Journalists' Network for Gender Equality held an event on gender disparity in parliament, with approximately 500 people attending. • Thirty-four media managers and journalists increased their understanding of the media's role in promoting gender equality in their work and reporting; two gender trainings for a total of 54 journalists (members of GEN and other NGO representatives) were held. • Six public service announcements ran on TV, radio and online; 70 TV and radio programs and newspaper articles, along with inserts in three major newspapers, addressed negative stereotypes associated with women in politics. • More than 20 roundtable meetings on women and politics drew 577 participants, and 36 shows were broadcast to raise awareness on gender inequality.	
Collaboration	None reported.	
Challenges	None reported.	
Lessons Learned	None reported.	
Resources	Program website: www.ifes.org/countries/Georgia.aspx.	

Political Processes and Parties Support Kosovo, Europe & Eurasia		
Mechanism & Implementer	CEPPS NDI	USAID Associate Cooperative Agreement No. 167-A-00-09-00106-00 under Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	9/10/2009 – 9/30/2013	
Funding Amount	$1.8 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; No Electoral Democracy; Proportional Representation Electoral System 0% women in legislature (new 30% quota), 16% women in Cabinet, No Quotas Lower Middle Income country; Gender Inequality Index Score N/A	
Program Description	Supported democratic processes and political parties. Helped parties develop policies, provided support in observing elections, trained youth on new media and convened conferences and roundtables for leaders, including women.	
Key Results	• Following the international women's summit organized by the Office of the President, the office launched a women's economic chamber to represent and strengthen the interests of women-owned businesses. • Participants of the second annual "Week of Women" applied skills they learned to their chosen fields of work and shared best practices and lessons with other women. The Week of Women was organized to prepare 100 women to run for local office or support a female candidate; it offered policy guidelines to raise the status of women in political, economic, security and justice sectors. • Cross-party political activists designed and launched public awareness and advocacy campaigns on gender equality, following New Media School training for young political party activists from Serb and non-Serb minority parties, including women. The New Media School yielded four new media advocacy groups.	
Collaboration with Donors	UN Women, Women for Women International, Civikos Platform, UNICEF, the Lawyer's Association (NORMA), and Turkish, Finnish, Norwegian and U.K. embassies.	
Challenges	On April 19, 2013, Kosovo and Serbia signed historic agreement to normalize relations; tensions before and immediately following the signing resulted in programming delays.	
Lessons Learned	As evidenced by the activities of the youth caucus and the Week of Women, cross-sector and cross-party collaboration in addressing policy issues has reaped many results.	
Resources	Program website: www.ndi.org/kosovo.	

	Political Process Support Serbia, Europe & Eurasia	
Mechanism & Implementer	CEPPS NDI, IRI, IFES	Award Number 169-A-00-10-00104
Dates	10/01/2010 – 9/30/2015 (ongoing)	
Funding Amount	$8.8 million	
Focus on Women	Women subcomponent	
Country Context	Free; Electoral Democracy; Proportional Representation Electoral System 33.2% women in legislature (2012), 15.0% women in Cabinet, Legislated Candidate Quotas Upper Middle Income country	
Program Description	Seeks to increase involvement of women candidates and strengthen gender parity policies by political parties.	
Key Results	• Five participants of the Women's Leadership Academy (WLA) series were elected as members of local councils or appointed to public positions in their municipalities • In Uzice, women comprised more than 30 percent of those elected to local council positions (25 of 67), including a woman deputy speaker (a first for the city). • Decision-makers adopted two policy solutions, proposed by women and youth trained. • The Liberal Democratic Party (LDP) supported three members of the WLA in offering skills-building seminars for women party members and local activists. • An initiative by members of Vrbas Gender Equality Commission (GEC) analyzed local unemployment data and found higher rates among women. This led to the local office of the National Employment Agency beginning to disaggregate data by gender for the first time and keeping records of unemployed single parents, showing that the majority were women.	
Collaboration with Donors	The EU Commission gave a local women's group a 90,000 Euro grant to conduct a two-year program called "Introducing Gender Equality in Local Policies in Central Serbia."	
Challenges	None reported.	
Lessons Learned	The Paracin GEC, successfully established by the mayor, demonstrated the results that can be achieved with government support. It also illustrates the importance of engaging both men and women in the discussion of gender equality.	
Resources	Program website: www.usaid.gov/serbia/democracy-human-rights-and-governance	

Latin America and the Caribbean

Strengthening Political Parties and Processes **Colombia, Latin America**		
Mechanism & Implementer	CEPPS NDI, IRI	Award Number 514-A-09-00005
Dates	8/1/2009 – 9/30/2012	
Funding Amount	$5.7 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; Electoral Democracy; Proportional Representation Electoral System 12.1% women in legislature (2012); 33.3% women in Cabinet; Legislated Candidate Quotas Upper Middle Income country; 0.459 Gender Inequality Index Score (2012)	
Program Description	Provided general support for political parties. Supported processes to increase participation by Afro-Colombians, Internally Displaced Persons (IDPs) and women. Worked closely with: political parties (to institutionalize gender secretariats), with women from the grassroots (to improve political access) and with women candidates.	
Key Results	• The number of registered women candidates for local office increased in Bolívar, Chocó and Sucre in 2011: 2,910 women (34 percent of all candidates) registered, representing an increase of 190 percent from 2007. • More women were elected in 2011 to governor (300 percent, from one to three), mayor (9 percent), departmental assemblies (4 percent) and municipal councils (11 percent), compared to the 2007 elections. • Newly elected women in six departments, including Bolívar, Chocó and Sucre, created 167 local-level gender caucuses (six departmental and 161 municipal). • Confenacol and its female regional representatives created a National Organization of Women.	
Collaboration with Donors	Members of the International Cooperation Gender Roundtable include the Spanish Agency for International Cooperation for Development, UN Women, UNDP, IDEA International, the German Agency for International Cooperation and the Swedish and Dutch embassies.	
Challenges	The Ministry of Education's media monitoring study found that women candidates, comprising 36 percent of office-seekers, received only 14 percent of print media coverage, and only 7 percent of television coverage, during the October 2011 elections.	
Lessons Learned	Coordinating with state institutions is beneficial.	
Resources	• The roundtable commemorated International Women's Day (March 8, 2012) by publishing an insert in the newspaper El Espectador with information and analysis on women candidates for local and national office. • An issue paper analyzing Law 581 of 2000 (the Quota Law) and titled "The Importance of Affirmative Actions in Favor of Women" was produced.	

Strengthening of the Guatemalan Supreme Electoral Tribunal **To Conduct the 2011 General Elections** **Guatemala, Latin America**		
Mechanism & Implementer	CEPPS IFES	Associate Cooperative Agreement No. AID-520-LA-10-0001
Dates	11/29/2010 – 11/30/2012	
Funding Amount	$2.7 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; Electoral Democracy; Proportional Representation Electoral System 12% women in legislature, N/A % women in Cabinet, Voluntary Party Quotas Low Middle Income country; 0.547 Gender Inequality Index Score	
Program Description	Supported the Guatemalan Supreme Elections Tribunal (TSE) for the 2011 general elections; helped implement elections administration changes and increased civic engagement of women, indigenous and minority groups through voter education and outreach.	
Key Results	- TSE staff workshops addressed civic participation by women and young people, as well as electoral access for people with disabilities; 876 people (429 women) received training on how to administer the vote to people with disabilities. - TSE facilitated a civic participation seminar for women and youth to increase the volunteer base; 80 people (60 women) attended from women's and youth organizations. - More than 250 people attended a discussion of party finance and elections law reform conducted in collaboration with the Guatemalan Women Lawyers' Bar Association. - A mass voter education campaign specifically targeted unregistered youth. - Outreach to indigenous communities included making TSE's election website available in K'iche, Kaqchique, Q'eqchi and Mam, the four most prevalent Mayan languages. A civic education campaign in Mayan languages was launched through local radio.	
Collaboration with Donors	- UNDP (organized a post-election evaluation retreat for TSE in Antigua Guatemala). - UNDP, EU, Embassy of Sweden, Embassy of Netherlands (participated in regular monthly meetings). - UNDP (implemented a civic education campaign).	
Challenges	- TSE's delay in procuring equipment and materials hindered program implementation. - Tensions between some CSOs added pressure on TSE to draft elections law proposal in an inclusive and consultative manner.	
Lessons Learned	- A stronger electoral framework is necessary to ensure party compliance with the law. - Coordination between implementing partners and donors made the 2011 registration process one of the most successful. - The intranet helped streamline communication between TSE nationally and locally.	
Resources	No toolkit. Program website: www.ifes.org/countries/Guatemala.aspx.	

Honduras: Observing and Strengthening Electoral Processes **Honduras, Latin America**		
Mechanism & Implementer	CEPPS NDI, IFES	USAID Associate Cooperative Agreement No. AID-522-LA-12-00001-00, under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	7/10/2012 – 07/09/2014 (ongoing)	
Funding Amount	$3.5 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; No Electoral Democracy; Proportional Representation Electoral System 19.5% women in legislature (2012), 17.6% women in Cabinet, Legislated Candidate Quotas Lower Middle Income country; 0.483 Gender Inequality Index Score (2012)	
Program Description	Aims to strengthen election administration, civil society involvement, transparency and inclusion of underrepresented groups in upcoming elections. Worked with parties to include women and youth. Supported the Supreme Electoral Tribunal (TSE)'s administration capabilities, as well as civil society election monitoring and advocacy efforts on voter registration and election reform.	
Key Results	- More women ran for election in 2012–2013 than in 2008–2009; parties integrated women better on candidate lists and in decision-making following workshops with eight of nine parties using Win With Women methodology. - On election day, volunteer observers at voting stations deterred fraud and provided a check on voting results; project supported participation of youth and women in recruitment efforts by local partners. Training to 1,035 election observers included 356 women (38 percent) and 304 young people (31 percent). - The Honduras Documentation Center, a subgrantee, began study/analysis of women's participation in politics and elections, with 38 meetings to compile information on social, economic and cultural barriers to women's political participation.	
Collaboration with Donors	G-16 donor coordination group: European Union, UNDP, World Bank, the Netherlands Institute for Multiparty Democracy, Spanish, Canadian, Swiss, and Japanese aid agencies.	
Challenges	- A new election provision increases the quota for women on candidate lists and requires parties to dedicate financing to training female candidates; however, cultural/social hurdles remain. - A shortage of impartial groups that specialize in gender issues made it difficult to identify a local civic group to implement a monitoring project on party compliance with gender quotas; this caused a delay in this monitoring initiative. - The TSE was unable to remain independent from political parties.	
Lessons Learned	Participants requested longer Women's Political Participation workshops.	
Resources	No toolkit, but IFES and NDI will produce an in-depth report that can ensure that current openings for women's participation are preserved and optimized. NDI program website: www.ndi.org/Honduras. IFES program website: www.ifes.org/countries/Honduras.aspx.	

Consolidate Political Parties, Civil Society and Consensus-Building Processes Mexico, Latin America		
Mechanism & Implementer	CEPPS NDI, IRI	Award Number 523-A-00-09-0008-00
Dates	9/30/2009 – 7/31/2013	
Funding Amount	$3.4 million	
Focus on Women	Women subcomponent	
Country Context	Free (2008-09), Partly Free (2010-12); Electoral Democracy; Mixed Electoral System 36.8% women in legislature (2012), 21.1% women in Cabinet; Legislated Candidate & Voluntary Party Quotas; Upper Middle Income country; 0.382 Gender Inequality Index Score (2012)	
Program Description	Sought to strengthen the capacity of women candidates, party activists, leaders and elected officials to win elections and govern effectively. Provided party skills-building, CSO consensus-building and advocacy training, and a model for a financial support network for women candidates.	
Key Results	- The Academy for Future Women Mayors in Michoacán provided valuable support to aspiring women candidates: Of 50 participants, 14 became candidates and six won elections, including three for mayor. The total number of women mayors in Michoacán increased from three in 2011 to eight in 2012. - Parties implemented or revised 15 strategies and polices to increase the participation of women at the local and national level. - Thirty recently elected women leaders received training on better local governing. - A colloquium to discuss women's political participation drew 250 women activists, elected officials and party leaders. - The forum "Initiative 6x60: Working toward Political Equality" drew 286 women. - The Federal Electoral Institute approved a reform package that includes a rule requiring Mexican political parties to be more transparent and accountable in their spending on women's political training.	
Donors	None reported.	
Challenges	- The 2011 state and municipal elections demonstrated stark gender disparities. Only 10 percent of gubernatorial candidates and 9 percent of municipal president candidates were women. - Current funding prohibits adequate training and consultation for women at the state and municipal level, and adapting the training curriculum to serve women at the local level was a significant challenge. - Political parties did not always appropriately use the 2 percent of their funding earmarked to train women.	
Lessons Learned	In providing technical assistance to the 2% and More Women in Politics movement, social networks enabled communication with decision-makers and allowed citizen groups to influence policy outcomes.	
Resources	Advocacy guide "2% and More Women in Politics: An Experience to Share": www.redpartidos.org/files/guia_incidencia_2_y__mujeres_en_politica_final.pdf.	

Public Policy and Presidential Elections **Paraguay, Latin America**	
Mechanism & Implementer	Non-CEPPS CIRD (via a FOG)
Dates	3/15/2012 – 3/14/2013
Funding Amount	$450,000
Focus on Women	Women subcomponent
Country Context	Partly Free; Electoral Democracy; Proportional Representation Electoral System 12.5% women in legislature (2009-2012), 7.1% women in Cabinet Legislated Candidate Quotas and Voluntary Party Quotas Lower Middle Income country; 0.472 Gender Inequality Index Score (2012)
Program Description	Supported policy debate in the 2013 presidential election. Promoted cross-party dialogue through political leader networks. Helped women/youth promote party awareness campaigns on policy proposals. Used cell phones/information technology for policy polling. Staged debates with candidates' public policy experts.
Key Results	- Six political parties developed more programmatic platforms and policy agendas. - Ten cross-party meetings regarding public policy took place in three locations; 291 people participated. - Five political parties in seven regions participated in 12 workshops for conducting participatory dialogue on public policy proposals. - Four political parties (PPS, PRF, ANR, PLRA) helped conduct nine telephone polls on education, health, rural development and land reform through the use of cooperatives. - Only 27 percent of campaign experts who participated in debates were women, but women comprised almost 48 percent of those attending.
Collaboration with Donors	None reported.
Challenges	None reported.
Lessons Learned	None reported.
Resources	No toolkit. No website.

Effective and Transparent Congress Peru, Latin America		
Mechanism & Implementer	Non-CEPPS Civil Association Transparencia	Cooperative Agreement No. AID-527-A-12-00004
Dates	6/8/2012 – 6/7/2014 (ongoing)	
Funding Amount	$550,000	
Focus on Women	Women subcomponent	
Country Context	Free; Electoral Democracy; Proportional Representation Electoral System 21.5% women in parliament, 16.7% women in Cabinet, Legislated Candidate Quotas Upper Middle Income country; 0.387 Gender Inequality Index Score	
Program Description	Promotes congressional efficiency and transparency and helps Congress be more representative of and responsive to citizens. Advised the women's caucus, as well as other congressional bodies, and organized public forums, which included discussions on increasing women's representation.	
Key Results	• The president of Congress committed to electoral reforms that would improve the political participation of women. A partnership with the Ministry of Women and Vulnerable Populations was established to advance this effort. • In the midst of crisis, advised the Women's Caucus, resulting in a smooth leadership transition. Program intervention was key to the continued existence of the caucus within the Congress. • A public forum on reforms promoted women's political leadership.	
Collaboration with Donors	None reported.	
Challenges	Given the changes in congressional and committee leadership in July 2013, new relationships will be needed to continue key legislative reforms.	
Lessons Learned	None reported.	
Resources	Data for Political Reform, Political Reform Facts, Data for Debate: Political Participation of Women in Peru (Factsheets and PowerPoint in Spanish). Program Website: www.transparencia.org.pe/www/programas/reforma-politica/parlamento-responsable-y-transparente	

Middle East

<table>
<tr><td colspan="3" align="center">Political Processes Support Project
Egypt, Middle East/North Africa</td></tr>
<tr><td>Mechanism & Implementer</td><td>CEPPS
IFES</td><td>USAID Associate Cooperative Agreement No. AID-263-LA-12-00001, under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00</td></tr>
<tr><td>Dates</td><td colspan="2">4/12/2012 – 12/31/2013</td></tr>
<tr><td>Funding Amount</td><td colspan="2">$10 million</td></tr>
<tr><td>Focus on Women</td><td colspan="2">Women subcomponent</td></tr>
<tr><td>Country Context</td><td colspan="2">Not Free ('11), Partly Free ('12); No Electoral Democracy; Mixed Electoral System
2% women in parliament, 10.3% women in Cabinet, Legislated Candidate Quotas
Lower Middle Income country; 0.59 Gender Inequality Index Score (2012)</td></tr>
<tr><td>Program Description</td><td colspan="2">Sought to strengthen electoral authorities and increase public understanding of electoral processes and voter rights/responsibilities. Supported elections administration improvements and voter education/civic engagement, targeting women and other marginalized groups.</td></tr>
<tr><td>Key Results</td><td colspan="2">The elections body standardized the rules for checking the identification of women wearing veils.
Provided voter and civic education to 374 individuals (nearly 150 women).
Developed five public awareness tools to increase women's political participation: print materials, outdoor ads, TV PSAs, radio PSAs and Internet.
40 CSOs, including organizations focused on women and youth, built their capacity to conduct civic education.</td></tr>
<tr><td>Collaboration with Donors</td><td colspan="2">None reported.</td></tr>
<tr><td>Challenges</td><td colspan="2">Ongoing political volatility and security threats presented significant challenges; many activities were canceled, rescheduled or postponed.</td></tr>
<tr><td>Lessons Learned</td><td colspan="2">None reported.</td></tr>
<tr><td>Resources</td><td colspan="2">No toolkit.
Program website: www.ifes.org/countries/Egypt.aspx.</td></tr>
</table>

Leadership, Engagement and Accountability for Democracy – Women and Youth Project (LEAD–WY) Egypt, Middle East / North Africa		
Mechanism & Implementer	Non-CEPPS Creative Associates	Award Number 263-G-13-00002
Dates	3/14/2013 – 5/30/2014 (ongoing)	
Funding Amount	$1.3 million	
Focus on Women	Women-focused	
Country Context	Not Free ('11), Partly Free ('12); Not Electoral Democracy; Mixed Electoral System 2% women in parliament, 10.3% women in Cabinet, Legislated Candidate Quotas Lower Middle Income country; 0.59 Gender Inequality Index Score (2012)	
Program Description	Aims to build the capacity of local partners so they can increase voter engagement and civic leadership among women and youth.	
Key Results	• Each of 10 partner NGOs established two groups (one focused on young people aged 18-35, and one focused on women) and conducted orientations in July and August. • Nine of the 10 NGOs conducted a facilitation and communication skills training for their groups in September.	
Collaboration with Donors	Swedish International Development Cooperation Agency (SIDA) maintained complementary operations between this project and SIDA's Creative Learning project in North Sinai.	
Challenges	• Citizens Electoral Education Network (CEEN) staff, representing marginalized groups, is unfamiliar with social media and requires additional support and training. • The unstable environment after President Morsi's removal on July 3 required that some trainings be postponed, especially those scheduled outside of Cairo. • April's parliamentary elections were delayed.	
Lessons Learned	None reported.	
Resources	No toolkit. No website.	

Jordan: Elections and Political Process Program (EP3) Jordan, Middle East / North Africa			
Mechanism & Implementer	CEPPS NDI, IRI	USAID Associate Cooperative Agreement No.: 287-A-00-10-00407, under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	1/15/2010 – 12/31/2015 (ongoing)	
Funding Amount	$35.7 million	
Focus on Women	Women subcomponent	
Country Context	Not Free; No Electoral Democracy; Mixed Electoral System 10.8% women in legislature (2011), 6.7% women in Cabinet, Reserved Seats Quotas Upper Middle Income country; 0.482 Gender Inequality Index Score (2012)	
Program Description	Strengthened the development of more democratic political processes in Jordan, including supporting the participation of candidates, activists, monitors and voters. Supported women parliamentary and municipal candidates and women members of parliament (MPs) through skills-building and campaign assistance. Worked with parties to be more representative and responsive and with civil society on voter education and election monitoring. Supported an independent election commission.	
Key Results	- Voters elected 18 women to parliament, with three winning outside the new quota system; 12 received comprehensive support on campaign strategies. In total, 86 women (of 819 candidates) were on placed national lists. - At least 770 potential female candidates trained. - Supported 13 women MPs in establishing the first women's parliamentary caucus, and assisted 16 female MPs in articulating the national budget process in parliament. - Women MPs hosted town halls to communicate with their constituents. - Fourteen Jordanian political parties, four movements and other civil society representatives launched a political parties forum and discussed quota improvement. - Thirteen parties in both 2013 and 2012 implemented programs to increase the number of candidates and/or members who are women, youth and from marginalized groups.	
Collaboration with Donors	None reported.	
Challenges	- Indefinite postponement of municipal elections obstructed progress; the king's delay of parliamentary elections necessitated a shift in focus. - Campaign training participants resisted techniques they saw as foreign. - Women candidates expressed concern about vote-buying in elections. - The particular challenges that Jordanian women candidates face are not addressed in mixed-gender trainings.	
Lessons Learned	None reported.	
Resources	Program website: www.ndi.org/Jordan.	

	Strengthening Citizen Participation in Municipal Elections Lebanon, Middle East / North Africa	
Mechanism & Implementer	CEPPS NDI, IFES	Award Number 268-A-00-10-00004-00
Dates	12/15/2009 – 12/31/2011	
Funding Amount	$2.3 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; No Electoral Democracy; Plurality/Majority Electoral System 3.1% women in legislature, 0% women in Cabinet, No Quotas Upper Middle Income country; 0.433 Gender Inequality Index Score (2012)	
Program Description	Seeks to increase the political participation of women and youth and improve the effectiveness of women municipal councilors while increasing the overall political participation of Lebanese women. Emphasizes training and networking.	
Key Results	• Fourteen of the 30 women candidates who worked with the program won seats on municipal councils; the other 16 intended to remain engaged in local development initiatives and run in future elections. • Eleven workshops taught 120 women councilors about communication, media, community outreach and mobilization, municipality administrative and budget procedures and local development strategy. • Eighty women municipal councilors and political leaders attended a conference titled "Shariky – The Power Is in Your Hands." • Lebanese women leaders formed a network supporting women candidates in the 2010 municipal elections and the 2013 parliamentary elections. • The Shariky website enabled women leaders to strengthen their network, as well as highlight the success stories of women councilors and share strategies.	
Collaboration with Donors	None reported.	
Challenges	• Delays in the Cabinet's formation, including controversy over the appointment of the Minister of Interior, presented challenges for project implementation.	
Lessons Learned	• Increased coordination between implementers under the CEPPS mechanism and more general coordination among donors, partners and implementers would have increased effectiveness and avoided duplication of efforts.	
Resources	• The Shariky Guidebook for Women Councilors (in Arabic). • A Shariky-produced documentary about difficulties faced by women in political life. • Shariky program website and conference websites: www.shariky.org; www.youtube.com/watch?v=Ch33zoowrEc&list=UUrlEjnCIUs9IHWcKRv8BBww	

Building Responsive and Representative Political Parties Morocco, Middle East/North Africa		
Mechanism & Implementer	CEPPS NDI	Award Number AID-608-LA-12-00001
Dates	4/1/2012 – 3/31/2017 (ongoing)	
Funding Amount	$5 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; No Electoral Democracy; Proportional Representation Electoral System 10.5% (2009-10), 17% (2011-12) women in legislature, 3.3% women in Cabinet Reserved Seat Quota, Lower Middle Income country; 0.444 Gender Inequality Index (2012)	
Program Description	Works directly with political parties, helps parties improve outreach to citizens, develop policy and enhance inclusion of women and youth. Helps CSOs hold political parties accountable so that they may be responsive to and representative of civil society.	
Key Results	• Strategic planning workshops improved the party members' understanding of how to address key weaknesses and outlined an action plan for the road ahead; 75 political party members (18 women) attended the sessions. • Twenty-eight roles and responsibilities workshops for party offices in six regions drew 251 participants (47 women, 91 youth). • Five parties developed plans to improve outreach to citizens, policy development processes and inclusion of women and youth. • Officially launched the CSO advisory board to monitor and support political parties' responsiveness to citizen needs. Fifteen of the 19 advisory board members (five women) attended the initial meeting.	
Collaboration with Donors	None reported.	
Challenges	• The Movement for Democratic Party, a prominent women's organization, expressed frustration with elected female party officials who refuse to work across party lines on issues affecting women.	
Lessons Learned	None reported.	
Resources	No toolkit. No website.	

Electoral and Political Assessment and Support Tunisia, Middle East/North Africa		
Mechanism & Implementer	CEPPS Leader NDI, IRI, IFES	USAID Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	1/23/2011 – 4/30/2012	
Funding Amount	$4 million	
Focus on Women	Women subcomponent	
Country Context	Partly Free; No Electoral Democracy; Proportional Representation Electoral System 26.7% women in legislature (2011), 6.9% women in Cabinet, Legislated Candidate Quotas; Upper Middle Income country; 0.261 Gender Inequality Index Score	
Program Description	Aimed to enhance the ability of the unity government, political parties, civil society, and media to manage the transition period. Supported women constituent assembly candidates and helped parties develop women's wings. Supported campaigns to raise public awareness, voter education and election monitoring efforts. Worked to establish an independent election commission.	
Key Results	• Party lists included 64 women from 26 political parties as candidates in the October elections who were trained in messaging and strategic communications. • Political party training was provided to 2,080 individuals (at least 317 women). • Forty-three parties implemented programs to increase women candidates and members. • The Progressive Democratic Party (PDP) women's commission built a database of women candidates for the election. • A Slovenian gender equality expert worked closely with political parties' leadership to strengthen their women's wings.	
Collaboration with Donors	• UNDP, UN Women, and The Center for Arab Women Training and Research (CAWTAR) in an informal academy to train women candidates.	
Challenges	None reported.	
Lessons Learned	• Grassroots organizing was key to parties' success, and door-to-door campaigning is essential.	
Resources	Assessments had minor mentions of women. Program websites: www.ifes.org/countries/Tunisia.aspx; www.iri.org/countries-and-programs/middle-east-and-north-Africa/Tunisia; www.ndi.org/Tunisia	

Global

Global Women's Leadership Fund		
Global		
Mechanism & Implementer	CEPPS IFES, IRI, NDI	USAID Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	12/1/2011 – 9/24/2014 (ongoing)	
Funding Amount	$2.6 million	
Focus on Women	Women-focused	
Country Context	N/A	
Program Description	Promotes inclusion of women in the legal frameworks of transitional societies, women's participation in peace negotiations, and gender equity in transitional institutions. Training and support provided to women in eight countries: Afghanistan, Pakistan, Burma, Cote d'Ivoire, The Democratic Republic of Congo, Libya, Syria and Yemen.	
Key Results	• Following a cross-border dialogue for women MPs, journalists, and CSO representatives from Afghanistan and Pakistan, participants committed to creating a network between the two countries that supports women as active peace-builders. • Several Syrian women worked with local and national groups after training. One joined the Syrian National Coalition, and another met with the then-president of the opposition movement about including women in peacemaking and the transition process. • Yemeni women developed a literacy campaign following the Women's Peace-Building Camps, refining strategic plans for peace-building and to conduct community outreach. • For the first time in Burma's history, civil society participants and the Union Election Commission worked together on gender inclusion in a five-year strategic plan. Priority issues and recommendations were presented directly to commissioners.	
Collaboration with Donors	None reported.	
Challenges	U.S.–Myanmar government negotiations delayed Burma programming.	
Lessons Learned	• Decision-makers in target countries must accept women as "official" negotiators and representatives; some foreign governments will not include additional women delegations and negotiating teams regardless of funding opportunities. • Off-site/external trainings, such as the Northern Ireland peace camp for Yemeni women, helped remove participants from the stress of post-conflict/transition in their home country. A consistent, core group of participants was valuable in keeping continuity, building relationships and ensuring the project's success.	
Resources	None	

Support for Strengthening Legislatures Involved in the House Democracy Partnership **House Democracy Partnership**		
Mechanism & Implementer	CEPPS NDI, IRI	Associate Cooperative Agreement No. AID-OAA-LA-11-00011 under Leader With Associates Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	9/27/2011 – 12/1/2014 (ongoing)	
Funding Amount	$3.1 million	
Focus on Women	Sex-disaggregated	
Country Context	N/A	
Program Description	Promotes best democratic and legislative practices through a peer-to-peer exchange program with partners from emerging democracies. Members of parliament (MPs) and staff travel to the United States to meet with legislators, build skills, and learn from U.S. legislative systems.	
Key Results	- Women MPs learned how to use social media tools and online networks. - The chair of Macedonia's Committee on Equal Rights for Women and Men and member of the Women's Parliamentarians' Club of the Assembly of the Republic of Macedonia, is organizing a regional women's conference on women's political leadership. - Members of the Macedonian delegation, who attended a seminar on women's political leadership, subsequently worked with Women's Democracy Network to strengthen their work on women's issues. - Women's political participation seminar implemented for 14 MPs from Indonesia, Kosovo, Macedonia and Peru.	
Collaboration with Donors	None reported.	
Challenges	None reported.	
Lessons Learned	Leave ample time to select candidates and monitor their visa applications through USAID and U.S. Embassy connections, since there is no Capitol Hill staff available to push embassies.	
Resources	No toolkit. Program website: http://hdac.house.gov/about.shtml.	

Gender Equality in Politics **International Parliamentary Union**	
Mechanism & Implementer	Non-CEPPS IPU
Dates	9/30/2011 – 9/30/2012
Funding Amount	$150,000
Focus on Women	Women-focused
Country Context	N/A
Program Description	Advances gender equality in effort to achieve representative and accountable parliaments. Intermediate goals include an increased and enhanced participation of women in parliaments and more gender-sensitive parliamentary institutions. USAID funds were used specifically for work with women caucuses around the world and especially in Africa's Great Lakes Region.
Key Results	• Improved planning and working tools helped members of parliamentary caucuses in Rwanda, Uganda, and Burundi. The caucuses successfully got their parliaments to put higher priority on gender equality and women's rights. • Gender issues training served 92 male and female parliamentarians and staff In Burundi; 131 members of parliament and CSO representatives in Uganda; and 50 members of parliament and staff in Rwanda. • In Burundi, about 100 stakeholders attended a wide-range parliamentary consultation on gender-based violence legislation. A parliamentary committee was formed to continue work related to the violence against women draft law. • A novel and user-friendly tool on establishing and running a caucus is now available for women parliamentarians. • Supported the November 2013 launch of the Côte d'Ivoire women's caucus.
Collaboration with other Donors	Irish Aid and the Swedish International Development Cooperation Agency (SIDA) provided funding for the broader program.
Challenges	None reported.
Lessons Learned	• Assistance should include not only support in building capacities and knowledge, but also in tools such as gender checklists, guidelines, etc. • Caucuses need support in developing efficient planning strategies, as well as evaluation, monitoring and fundraising strategies. • Women parliamentarians, in particular when newly elected, may need help building self-confidence, familiarity with gender issues, and knowledge of parliamentary duties. • Male members of parliament need to be involved caucus planning and actions, as well as in activities designed to raise awareness of women's rights and gender equality.
Resources	Program website: www.ipu.org/english/home.htm.

Women's Democracy Network (WDN) Country Chapter Toolkit Global		
Mechanism & Implementer	CEPPS Leader Award IRI	Leader Cooperative Agreement No. DFD-A-00-08-00350-00
Dates	7/9/2010 – 9/30/2011	
Funding Amount	$25,000	
Focus on Women	Women-focused	
Country Context	N/A	
Program Description	Assists Women's Democracy Network members with establishing a network chapter in their country and assists with chapter capacity building and outreach.	
Key Results	• Finished and printed a toolkit for effective activism in September 2011. • Created a distribution list of recipients, including 13 existing WDN country chapters and 48 member countries. • Transferred electronic copies of the toolkit to portable data drives that were distributed to chapter members to use and distribute in their communities. • Distributed copies of the toolkit to the IRI regional office in Colombia. • Used the toolkit during the launch of WDN's country chapter in Egypt in October 2010.	
Collaboration with Donors	None reported.	
Challenges	None reported.	
Lessons Learned	None reported.	
Resources	Country Chapter Toolkit Program website: www.wdn.org.	