

Annex 1: Results matrix of the module

Name of the module

Promoting female employment for Africa’s green transformation (WE4D)

Project number

2022.2025.9

Term

January 2023 to December 2027

Country/region/global

Africa; supraregional (Kenya, Malawi, Mozambique, Tanzania, Uganda, South Africa)

Results matrix created on

11 November 2022

Objectives	Indicators	Sources and time of data collection	Assumptions
<p>Module objective</p> <p>The employment and economic situation of women, especially in companies that are driving the green transformation, has improved.</p>	<p>Module objective indicator 1</p> <p>15,000 people have found employment in companies that are driving the green transformation. Of these, 70% are women and 40% are young people.</p> <p>Baseline value: 0 (up to now, 6,150 new jobs, are ‘green jobs’; however under a different definition)</p> <p>Target value: 15,000 people in companies that are driving the green transformation. Of these, 70% are women and 40% are young people. (December 2026)</p>	<p>Annual analysis (December 2023, December 2024, December 2025, December 2026) of employment effects through surveying a representative sample of the target group of the specific cooperation measure based on a standardised questionnaire, disaggregated by gender and age (method: before/after comparison including tracer studies 6 months after completion of the cooperation measure). The measurement of employment is based on the job headcount definition (at least 20 hours per week for at least 26 weeks of the year; compliance with the core labour standards of the International Labour Organization (ILO); income above the local poverty line).</p> <p>Companies that are driving green transformation are those whose products, technologies or services actively shape the transition to an ecologically sustainable economy with a climate-friendly business model and/or create green jobs. These could either be companies that produce environmental</p>	<p>Not applicable (stand-alone TC module)</p>

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		<p>goods and services (e.g. companies that exclusively distribute renewable energy) or those that design their enterprises and products in a more environmentally or resource-friendly way by means of material efficiency, energy efficiency, the use of environmentally friendly preliminary products or other measures.</p> <p>Green jobs are decent jobs that contribute to conserving or restoring the environment, whether in traditional sectors such as manufacturing and construction or in new, emerging green sectors such as renewable energies and energy efficiency.</p> <p>Young people are those who are covered by the national definition of the youth age cohort. In most countries, this is between the ages of 15 and 24.</p>	
	<p>Module objective indicator 2 50,000 persons, 70% of whom are women and 40% young people, have improved their employment situation in one of the following areas: i) Real income increase of 10% ii) Improved gender-specific working conditions</p> <p>Baseline value: 0 (up to now, the employment situation of 118,016 people has improved with no focus on gender-specific working conditions) Target value: 50,000 people, 70% of them women and 40% young people (December 2026)</p>	<p>Annual analysis (December 2023, December 2024, December 2025, December 2026) of employment effects through surveying a representative sample of the target group of the specific cooperation measure based on a standardised questionnaire, disaggregated by gender and age (method: before/after comparison including tracer studies 6 months after completion of the cooperation measure).</p> <p>Improved gender-specific working conditions include infrastructure improvements (for example, gender-specific</p>	

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		sanitary facilities) as well as framework conditions for improved economic and social prospects for women within companies and their value chains (for example, through measures against sexual harassment, reconciling professional and family commitments; transparency regarding salaries; measures against discrimination, improved career opportunities for women and young people)	
	<p>Module objective indicator 3 5,000 people, 70% of whom are women and 40% young people, have successfully completed a vocational training measure.</p> <p>Baseline value: 0 (up to now 146,616 people have received vocational education and training and / or benefitted from active labour market measures) Target value: 5,000 people (70% women, 40% young people) (December 2026)</p>	Annual assessment (December 2023, December 2024, December 2025, December 2026) of participant lists of the training providers offering the vocational training measures. Successfully completed means completion with a certificate from the training provider.	
	<p>Module objective indicator 4 5,000 of the start-ups and micro, small and medium-sized enterprises (MSMEs) supported by the project that contribute to the green transformation, of which 60% are managed by women, have improved their business capacity in one of the following categories (December 2026):</p> <ul style="list-style-type: none"> i) Turnover increase ii) Staff increase iii) Access to new markets 	<p>Annual surveys (December 2023, December 2024, December 2025, December 2026) of the companies using standardised questionnaires; changes in the number of staff to be measured at company level</p> <ul style="list-style-type: none"> (i) Sales: Gender-differentiated and comparative survey of entrepreneurs regarding their assessment of sales (ii) Analysis of the numbers of new employees whose earnings are at least 	

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	<p>iv) Introduction of a new product and/or new service that contributes to the green transformation and/or that is aimed specifically at women</p> <p>v) Efficiency gains thanks to resource-friendly production</p> <p>Baseline value: 0 (45,670 supported companies up to now, but not gender-differentiated or geared towards green transformation)</p> <p>Target value: 5,000 companies (December 2026)</p> <p>Module objective indicator 5</p> <p>50 companies and organisations implement the gender-responsive approaches to employment promotion for women and promotion of the green transformation that partner companies and organisations have successfully tested.</p> <p>Baseline value: 0 (no regional scaling of successful approaches to date)</p> <p>Target value: 50 companies and organisations (December 2026)</p>	<p>above the local poverty line and who work at least 20 hours per week</p> <p>(iii) Sales to new customers</p> <p>(iv) Sales of new products/services</p> <p>(v) Relationship between resource use and production (input/output ratio)</p> <p>Annual assessment (December 2023, December 2024, December 2025, December 2026); evidence of implementation through reports by the organisations (companies, associations, NGOs, ministries, etc.), their business and financing plans, memorandums of understanding or letters of intent.</p> <p>Gender-responsive means that the approaches take into account the gender-specific needs, preferences and barriers of the target groups and thereby directly contribute to gender equality.</p>	
<p>Output 1</p> <p>The range of available labour-market-oriented vocational education and training measures, especially for women and for jobs that contribute to green transformation, has improved.</p>	<p>Output indicator 1.1</p> <p>Public or private-sector education providers or companies provide 60 new or adapted labour-market-oriented, gender-sensitive vocational training measures that contribute to the green transformation.</p>	<p>Annual analysis (December 2023, December 2024, December 2025, December 2026) of the courses available from the supported education providers (gender-sensitivity and green transformation); comparison of the curricula and qualification needs analyses (labour-market orientation); assessment of the courses available from the</p>	<p>Public and private partners acknowledge the economic and societal benefits of empowering women and the green transformation.</p> <p>There is a generally positive development of labour market demand due to economic growth.</p>

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Objectives	Indicators	Sources and time of data collection	Assumptions
	<p>Baseline value: 0 (to date no training measures were aligned to gender-sensitivity or green transformation)</p> <p>Target value: 60 vocational training measures, of which 20 are aligned to green transformation (December 2026)</p>	education providers/companies (as evidence of continued availability after the project finishes).	<p>Temporary economic and political crises in selected partner countries/regions will not have a substantial impact on the private sector's general willingness to participate in cooperation projects (including financially).</p> <p>Public sector actors are aware that the private sector plays a key and active role in the achievement of development objectives (e.g. income or employment promotion).</p>
	<p>Output indicator 1.2</p> <p>600 out of 800 companies surveyed in the implementation countries (75%), of which 480 are managed by women (60%), confirm that the vocational education and training courses supported by the project mostly or fully meet their needs.</p> <p>Baseline value: 0 (no standardised survey of companies to date)</p> <p>Target value: 600 out of 800 surveyed companies (75%), of which 480 are managed by women (60%) (December 2026)</p>	Implementation of a standardised survey (December 2024, December 2026) of companies in all E4D implementation countries regarding needs orientation; ratings of 3 (mostly met) or 4 (fully met) on a four-point scale.	
<p>Output 2</p> <p>The transition from education and training to the labour market, particularly for women, has improved.</p>	<p>Output indicator 2.1</p> <p>1,000 companies and partner organisations participate in designing and implementing active labour market policy measures for job seekers.</p> <p>Baseline value: 0 (to date there is no systematic recording of the companies and organisations involved in active labour market policy measures)</p> <p>Target value: 1,000 companies and partner organisations (December 2026)</p>	Annual assessment (December 2023, December 2024, December 2025, December 2026) of cooperation partners' reports, of event documentation/participant lists, advisory minutes, registrations for online offers, etc.	
	<p>Output indicator 2.2</p>	Annual assessment (December 2023, December 2024, December 2025, De-	

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Objectives	Indicators	Sources and time of data collection	Assumptions
	<p>5,000 beneficiaries, of whom 70% are women, have participated in new or improved offers of active labour market policy (e.g. internship programmes, soft skills training courses, careers guidance and advice, and job placement measures).</p> <p>Baseline value: 0 (up to now 146,616 people have received vocational education and training and there is an active labour market policy)</p> <p>Target value: 5,000 training graduates (75% women, 40% young people) (December 2026)</p>	<p>December 2026) of graduate and participant surveys, documentation of internship certificates/references and job placements.</p>	
<p>Output 3 The employment opportunities in green value chains, especially for women, have improved.</p>	<p>Output indicator 3.1 20 partnerships with national and international lead companies have been implemented to help them improve their gender-responsive and green business models in selected value chains.</p> <p>Baseline value: 0 (to date there are no partnerships with lead companies focusing on gender-responsive and green business models)</p> <p>Target value: 20 partnerships (December 2026)</p>	<p>Annual assessment (December 2023, December 2024, December 2025, December 2026) of the cooperation agreements/contracts with the partner companies on implementation of the partnership.</p> <p>Lead companies are companies that play a central role in their value chain (e.g. processing companies in the food industry).</p> <p>Green business models are defined through business ideas that make an environmental and societal contribution. They are the foundation for a business model that builds on the principles of sustainability and converts this into corporate action, for example by manufacturing or providing environmental goods and services or through measures to increase material and energy efficiency, or other measures to</p>	

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	<p>Output indicator 3.2 30,000 out of 40,000 (75%) of persons trained within the scope of the partnerships with companies, 70% of whom are women, confirm that their economic prospects have improved as a result of the inclusive and green business models supported by the programme.</p> <p>Baseline value: 0 (no gearing towards support for inclusive and green business models to date) Target value: 30,000 trained persons, 70% women (December 2026)</p>	<p>make manufacturing processes, products and services more environmentally and resource-friendly.</p> <p>Gender-responsive means that the business models are geared towards contributing to gender equality and the economic participation of women.</p> <p>Gender-differentiated surveys (December 2024, December 2026) of a representative sample of trained persons, validation of the responses through random field visits.</p> <p>Trained persons are, in particular, people from suppliers and other companies involved in the value chain, including small-scale farmers.</p> <p>The improvement of economic prospects relating to jobs and income is measured on a scale from 1 (deteriorated) to 6 (very greatly improved). A response of 4 and above counts as improvement.</p>	
<p>Output 4 The competitiveness of start-ups and MSMEs, particularly companies managed by women, that contribute to a green transformation has increased.</p>	<p>Output indicator 4.1 5,000 start-ups and MSMEs have further developed their ecologically sustainable, climate-friendly products, services and business models. Of these, 3,000 (60%) are managed by women.</p> <p>Baseline value: 0 (no promotion of start-ups and MSMEs geared towards green business models to date)</p>	<p>Annual assessments (December 2023, December 2024, December 2025, December 2026) of cooperation partners' reports (actors from the ecosystem for entrepreneurship and start-ups) regarding the implementation of promotion measures. Entrepreneurship programmes include incubation and accel-</p>	

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	<p>Target value: 5,000 start-ups and MSMEs, 3,000 of which are managed by women (December 2026)</p> <p>Output indicator 4.2 800 out of 1,000 owners (80%) of MSMEs and start-ups, of whom 600 are women (60%), confirm that the new or improved advice and support services from actors in the entrepreneurship and start-up ecosystem are useful for improving their competitiveness.</p> <p>Baseline value: 0 (to date no promotion of the ecosystem of advice and support services that are geared towards the green transformation) Target value: 800 out of 1,000 owners (80%), of whom 600 are women (60%) (December 2026)</p>	<p>erator programmes as well as programmes for promoting export orientation.</p> <p>Gender-differentiated surveys (December 2024, December 2026) of a representative sample of the users provided with advice and support; validation of the responses through random field visits.</p>	
<p>Output 5 The prerequisites for scaling successful approaches in the E4D implementation countries have improved.</p>	<p>Output indicator 5.1 10 successfully tested, scalable approaches to promoting female employment are available in a prepared format, of which 3 are gender-transformative approaches and 3 are approaches to ecologically sustainable, climate-sensitive products, services and business models.</p> <p>Baseline value: 0 (no approaches developed to date) Target value: 10 approaches, of which 3 are gender-transformative approaches and 3 are approaches concerning ecologically sustainable, climate-sensitive products, services and business models (December 2025)</p>	<p>Assessment of the prepared approaches (December 2023, December 2024, December 2025); successful approaches relate to their demonstrable impact on employment as well as their transformative impact on promoting gender equality and/or ecologically sustainable, climate-neutral products, services and business models. The approaches include, for example, gender diversity management for companies, energy and resource-efficiency audits, and internship or entrepreneurship programmes.</p>	

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Objectives	Indicators	Sources and time of data collection	Assumptions
	<p>Output indicator 5.2 Memorandums of understanding for integration of the successfully tested, gender-responsive approaches to promoting female employment or promoting the green transformation are available from 30 additional companies and organisations.</p> <p>Baseline value: 0 (no relevant memorandums of understanding are available to date) Target value: 10 companies and organisations (December 2023), 20 companies and organisations (December 2024), 30 companies and organisations (December 2025)</p> <p>The baseline and target values for module objective and output indicators are provisional. They will be assessed in the first implementation year and possibly adjusted in the first report, also in light of the fact that the indicators for the Team Europe Initiative (TEI) Investing in Young Businesses in Africa (IYBA) will likely only be quantified in autumn 2023.</p>	<p>Assessment of the memorandums of understanding of companies and organisations (December 2023, December 2024, December 2025).</p>	

Outputs	Core activities for outputs	Inputs/planned instruments	Assumptions
Output 1	<ul style="list-style-type: none"> • Creating public-private training partnerships between partner companies and training providers. • Advising partner organisations and companies on implementing capacity needs analyses. • Developing new or improving existing gender-sensitive curricula for selected occupations with employment potential for women and that contribute to the ecological transformation. 	<p>International long-term expert(s) (123 expert-months) National long-term expert(s) (145 expert-months) Short-term expert(s) (34 expert-months) Materials and equipment EUR 143,945</p>	<p>Private sector actors are open to cooperation with the public sector. There are shared interests.</p> <p>The private sector is willing to invest in cooperation projects that focus on the</p>

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	<ul style="list-style-type: none"> • Advising training providers on the long-term mainstreaming of the training courses (e.g. with regard to registration and accreditation procedures as well as financing models). • Advising training providers on the gender-sensitive design of training courses as well as on integrating gender-transformative approaches and support for an improved transition to the labour market. 	Financing arrangements EUR 310,772	economic participation of women and on the green transformation.
Output 2	<ul style="list-style-type: none"> • Advising partner organisations and companies on creating partnerships to develop and implement gender-sensitive matching measures (improved transition from training or job-seeking to the labour market). • Advising partner organisations and companies on selecting and implementing active labour market policy instruments. • Advising partner organisations and companies on developing and implementing gender-responsive and transformative approaches in active labour market policy and on integrating such approaches and support services. 	International long-term expert(s) (123 expert-months) National long-term expert(s) (145 expert-months) Short-term expert(s) (34 expert-months) Materials and equipment EUR 143,945 Financing arrangements EUR 310,772	Restrictions to the implementation of project activities due to a particularly difficult security situation (such as in Northern Mozambique) are limited and temporary.
Output 3	<ul style="list-style-type: none"> • Creating public-private partnerships to promote inclusive and green business models at local companies. • Developing needs-based and gender-responsive advisory, training and coaching offers for companies and their suppliers. • Expanding business development services offers. • Networking companies with potential business partners through various business-to-business activities (e.g. company trade fairs/networks, investor events, online apps, etc.). 	International long-term expert(s) (98 expert-months) National long-term expert(s) (116 expert-months) Short-term expert(s) (27 expert-months) Materials and equipment EUR 115,156 Financing arrangements EUR 248,617	
Output 4	<ul style="list-style-type: none"> • Advising and financing local actors in the start-up, entrepreneurship and innovation ecosystem on designing and implementing funding programmes, particularly for companies managed by women, for example ideas contests, incubators and accelerators and other entrepreneurship programmes. • Advising actors in the start-up, entrepreneurship and innovation ecosystem on continuing to develop their service offering for women and companies involved in the green transformation. 	International long-term expert(s) (119 expert-months) National long-term expert(s) (178 expert-months) Short-term expert(s) (155 expert-months) Materials and equipment EUR 69,884 Financing arrangements EUR 684,309	

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	<ul style="list-style-type: none"> • Conducting publicity campaigns to improve the business culture, particularly with a focus on women in the workplace. 		
<p>Output 5</p>	<ul style="list-style-type: none"> • Identifying, testing and preparing successful approaches to promoting female employment in Africa, gender-transformative approaches and ecologically sustainable, climate-sensitive products, services and business models. • Advising and financing the partners for the upscaling of their successful approaches in other regions of the country, other countries or other sectors as well as the use of new, successfully tested and scalable approaches. • Organising exchange and shared learning formats for successful approaches so that other companies and organisations use the approaches. • Addressing new (regional) partners and acquiring financial contributions from public and private-sector actors to allow further dissemination of successful approaches. 	<p>International long-term expert(s) (114 expert-months) National long-term expert(s) (148 expert-months) Short-term expert(s) (79 expert-months) Materials and equipment EUR 118,232 Financing arrangements EUR 388,617</p>	