Programa das Nações Unidas para o Desenvolvimento

Ref: P/4854/2009/KB-rl
Arquivo: BRA/09/008

Brasília, 15 de maio de 2009

Assunto: BRA/09/008 – Documento de Projeto (maio/2009)

Excelentíssimo Senhor,

Temos o prazer de encaminhar a Vossa Excelência uma via original assinada do documento de projeto do BRA/09/008.

Aproveitamos a oportunidade para renovar-lhe nossos protestos de estima e consideração.

Atenciosamente,

Kim Bolduc
Representante Residente

Recebido em:
15/05/2009

Exmo. Sr.
Ministro Marco Farani
Agência Brasileira de Cooperação
Ministério das Relações Exteriores
Esplanada dos Ministérios, Bl. H
Anexo I - 8º andar
CEP: 70.170-900
Brasília – DF

United Nations Development Programme
Country: Brazil
Project Document

Project Title	BRA/09/008 - Capacity Support for South-South Cooperation
UNDAF Outcome(s):	South-South Cooperation is mainstreamed throughout the 5 UNDAF Outcomes
Expected CP Outcome(s):	South-South Cooperation is mainstreamed throughout the 5 CPD Outcomes
Expected Output(s):	Output 1: Delivery Support Network for SSC Output 2: Tools for Programmatic Support Output 3: Knowledge bank for SSC Output 4: Stakeholder Network Output 5: Communications strategy for SSC
Executing Entity:	UNDP
Implementing Agencies:	UNDP

Brief Description

The purpose of this project is to provide programmatic and operational framework for widening UNDP support to the Government of Brazil cooperation activities in the SSC, to build up the operational and programmatic arrangements for expeditious delivery of current commitments, as well as ensure a more structured SSC intervention in the future for Brazil that meets development concerns and also is aligned with the recipient countries' needs.

Programme Period:	2007-2011
Key Result Area (Strategic Plan)	NA
Atlas Award ID:	00057222
Atlas Project ID:	00070613
Start date:	01/05/2009
End Date	30/04/2011
PAC Meeting Date	26/03/2009
Management Arrangements	DEX

Total resources required	5,143,000.00
Total allocated resources:	_____
• Regular	_____
• Other:	
o Donor	_____
o Donor	_____
o Donor	_____
o Programme Cost-Sharing	5,143,000.00
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by:	Name/Title:	Signature:	Date:
Government (ABC):	Ministro Marco Farani Diretor da ABC		15/may/2009
UNDP:		p/ Farani	15 MAY 2009

I. SITUATION ANALYSIS

Brazil, with the world's 10th largest GDP and its steadily rising HDI has become a prominent actor in the international technical cooperation. The Government of Brazil has chosen the South-South Cooperation (SSC) as its priority instrument for technical cooperation rather than the more traditional model. Operationalizing this decision Brazilian Cooperation Agency (ABC) has signed bilateral technical cooperation agreements with more than 40 countries in Latin America and the Caribbean, Africa, Asia and Eastern Europe since the 1970's.

In 2008 ABC and UNDP conducted a diagnostics exercise focused on the lessons learnt through the implementation of the two umbrella South-South Cooperation projects "*Implementação de Programas e Projetos de Cooperação Técnica Prestada a Países em Desenvolvimento (CTPD)*" (BRA 04/043) and "*Implementação de Projetos e Atividades de Cooperação Técnica Prestada a Países em Desenvolvimento (CTPD) com a America Latina, África e CPLP*" (BRA 04/044). Through the exercise ABC and UNDP teams identified a number of bottlenecks in the implementation of the two priority projects.

Based on the evaluation results the recommendation is to focus the capacity development efforts on:

1. Capacities for substantive work, including such aspects as strategic planning/programming, availability of documented practices for replication as well as capacities for further development of knowledge bank, communications strategy, etc. ;
2. Capacities to manage and implement field activities, including design and deployment of tools for effective and efficient operational management;
3. Capacities for monitoring and evaluation of the projects, in particular focusing on follow-up on the partnerships in their initial stages, but also on the implementation of the formulated projects;
4. Capacity for effective interface between the Government of Brazil and the governments of the receiving countries as well as partnerships among the implementing agents in Brazil and in the countries, addressing, among other issues the questions related to the role of the Brazilian Embassies as well as that of the national policy/legal framework for SSC;
5. Capacities to design and implement accountability mechanisms, with a special focus on ensuring the sustainable impact of the SSC initiatives.

In the case of the central coordination capacities, the recommended areas of support for ABC include:

1. Assessing capacities and designing a plan of institutional strengthening focused on programme development and monitoring;
2. Strengthening capacities for strategic planning;
3. Support in designing a policy framework and related instruments for South-South Cooperation, aiming at the development of an effective mechanism for Brazilian SSC, an experience that can feed into the debate on the future South-South Cooperation model.

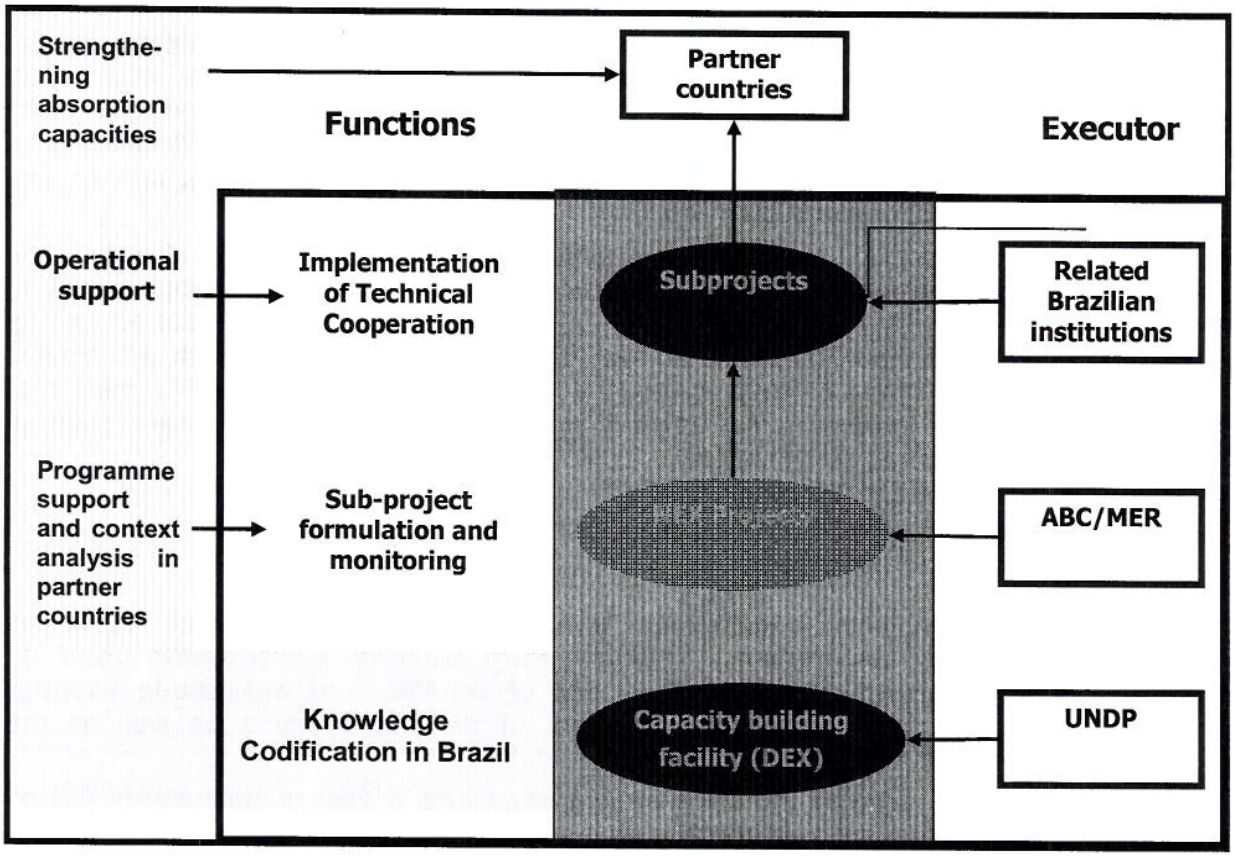
The Ministry of External Relations (MER) has already made a decision to incorporate the resources from programme cost sharing to the south-south sub-projects and activities implemented through UNDP BRA 04/043, amounting to approximately 16 million dollars. In addition, the government is planning an annual contribution averaged of 10 million dollars from Treasury Funds to BRA/04/044 starting in 2009.

The Government of Brazil identified the following priority regions for its SSC interventions in 2009: Central & South America and Caribbean (Haiti, Guatemala, Cuba, Argentina, among others); West and Sub-Saharan Africa (Guinea Bissau; São

Tome & Príncipe, Mozambique, Cape Verde, Angola and the Cotton 4 -Burkina Faso, Mali, Benin and Chad), South East Asia (East Timor), however SSC initiative might include other regions and countries not listed above.

The purpose of this project is to ensure a more structured SSC intervention in the future for Brazil that meets development concerns and is aligned with the recipient countries' needs. Further, it will provide programmatic and operational framework for widening UNDP support to the Government of Brazil cooperation activities in the SSC aimed at building up the operational and programmatic arrangements for expeditious delivery of current commitments.

II. STRATEGY



The project will be implemented in three separate yet interrelated phases. Further two components focusing on communication and support to the design of a national policy framework for SSC will be running in parallel to all the phases.

The first phase of the project will aim to address the most urgent capacity needs identified above through the implementation of a capacity development strategy for the ABC South-South Cooperation arm and the key stakeholders. The second partially overlapping phase of the project will focus on the longer-term aspects of the SSC such as the use of knowledge management to define the contents of the future technical cooperation as well as strengthening of human resource pool in support of the SSC. The third phase will aim to summarize lessons learnt, upgrade the designed mechanism and provide inputs for the debate on future SSC model as well as UNDP support delivery in Middle Income Countries. Throughout the implementation of the 3 phases UNDP Brazil will count on substantive and operational support of the RBLAC New York and Panama units, HQs units as well a network of the UNDP COs in the recipient counties and Regional Centers when relevant.

Phase 1

One of the most pressing needs indicated by the Government of Brazil and illustrated by the analysis above is the need to strengthen the capacities of the ABC to structure, implement, monitor and evaluate projects under the South-South Cooperation framework. UNDP has been one of the largest agents in the delivery of international technical cooperation for several decades. The lessons learnt as well as internal tools

developed to facilitate the management of the UNDP global program portfolio will be utilized to support Brazilian SSC. This includes procurement and contracting, finance management tools, human resource management and development support, and others.

Furthermore UNDP counts on the large network of its global, regional and national offices, centers and bureaus that include regional operational and knowledge teams, global thematic centers, Special Unit for South-South Cooperation and others. The Government of Brazil will be able to leverage this global network for both programmatic and operational purposes in order to increase effectiveness and efficiency of its South-South Cooperation projects (for details see graph in the Management arrangements section below).

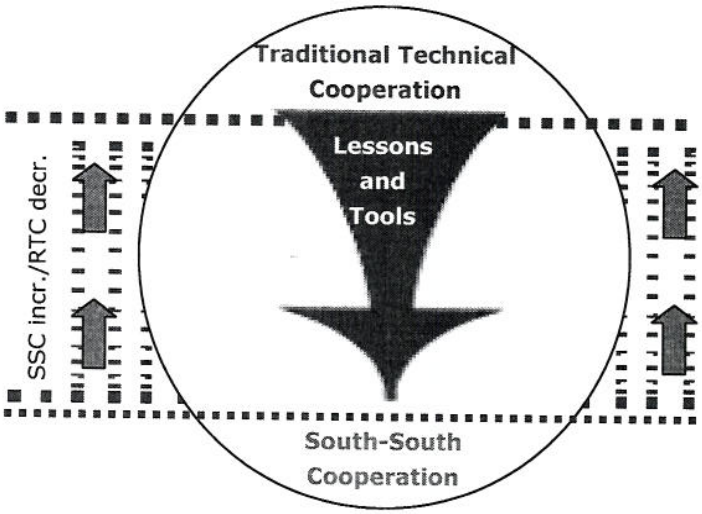
Finally, UNDP will provide support in mapping and strengthening a SSC stakeholders' network, which among other things will require defining roles and developing costing mechanism. This network will include a pool of volunteers and specialists as well as the staff of the Brazilian Embassies abroad. The members of the network will receive training and other types of support designed on the basis of the specific roles that they will play in an integrated SSC project implementation and monitoring/evaluation mechanism coordinated by the ABC.

Phase 2

In addition to these short and medium term needs, the project will be laying the foundation for the achievement of longer term capacity development goals by strengthening SSC strategic planning function of the ABC. This will include activities and tools for the enhancement/development of the management as well as the contents of the SSC programmes.

To strengthen ABC programme development capacities a pool of consultants will be made available to provide support on both substantive and managerial aspects of SSC programme management. Training and advice on Results Based Management techniques and tools will be provided to the entire permanent team as well as the core consultancy team.

In terms of the contents for the SSC programme the project will take advantage of the existing UNDP knowledge management capacities. Throughout the decades of experience UNDP has developed a number of methodologies and tools that will be utilized for the achievement of the objectives of this project. As a part of its strategy to increase the spectrum of its services to the national partners UNDP Brazil has initiated a process of active search for good practices both within its own projects as well as among federal, state and local government partners and codification of these experiences into knowledge packages that can be easily adapted to the local context. UNDP knowledge management capacities, including relevant methodologies and tools will be made available to construct a Brazilian South-South Cooperation Knowledge Bank. This Bank will be developed taking into account and in coordination with ABC's ongoing initiatives. As a part of the knowledge management activities a Knowledge Fair will be organized, which will serve to attract as well as display valuable experiences.



SSC Knowledge Bank will draw upon the best practices both within and outside of the technical cooperation field in Brazil. This will initiate the cyclical learning process where projects implemented in the past will feed into the ongoing and future initiatives. Brazil has at its disposal a number of centres of excellence with a variety of interesting experiences in diverse thematic areas. Many of these practices have been recognized through national awards mechanisms, i.e. MDG awards, Innovation in Public Management award, others. These existing data banks will be a reference for relevant initiatives and knowledge.

Furthermore, as received technical cooperation by Brazil becomes more substantive and upstream, it provides a continuous learning mechanism for SSC. The knowledge generated through the received technical cooperation projects and programmes, can serve as a source of lessons, best practices and tools for future SSC initiatives.

Phase 3

This latest phase of the project will focus on evaluating project experience; identification of lessons learnt and design of effective mechanisms for UNDP support to SSC delivery in Brazil. The team will analyse the options to broaden the SSC Stakeholder network set up and strengthened during the first two phases of the project. In particular, the analysis of the lessons learnt will focus on the sustainability and replicability aspects of the implemented mechanism in order to facilitate its effective utilisation outside of the framework of this project. An international workshop with the presence of other MICs will be organised to disseminate the experiences of the project and contribute to the global debate on the future international cooperation models.

Finally, cross-cutting communications component will be implemented throughout all three phases. The aim is to strengthen internal and external communication and dissemination of key information and results. A communication strategy supporting MER ongoing efforts will be developed and implemented.

Exit Strategy

One of the key cross-cutting support areas is the design of a policy framework for SSC (see situation analysis). In this sense the project focuses on the design of a support network that can be maintained by the MER (see phase 3). On the other hand project contribution to the on-going national debate on the legal framework for the

South-South Cooperation is of crucial importance in terms of the sustainability of project results. Both elements represent key components of UNDP exit strategy.

Feeding lessons learnt into the design of the legal framework will help adjusting the broader context, developing necessary policy tools and thus creating a necessary basis for a smoothly functioning SSC mechanism encompassing governmental and non-governmental; sectoral and horizontal; federal, state and local actors. Based on the current analysis some examples of the components of such a framework include:

- Legal framework for providing material assistance through SSC mechanisms thus enabling the transfer of both knowledge and equipment when relevant;
- Legal framework for career civil service in SSC thus increasing human resource pool available for SSC cooperation design, implementation and monitoring;
- Incentives framework for the national and sub-national actors to take part in the South-South Cooperation initiatives.

This upstream policy work is complemented by the implementation of the SSC support mechanism that focuses on developing sets of tools needed for effective and efficient SSC management, e.g.:

- Designing tools for programming, including knowledge bank, databases on the recipient countries, other;
- Designing tools for knowledge and information dissemination, e.g. knowledge bank, knowledge fair, communications tools;
- Designing a toolkit for SSC project monitoring.

Finally, this work is complemented by a number of measures aimed at strengthening MER capacities to use and continuously develop tools made available through this project.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: NA – SSC is mainstreamed				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: NA – SSC is mainstreamed				
Applicable Key Result Area (from 2008-11 Strategic Plan): NA - s mainstreamed throughout UNDP work.				
Partnership Strategy:				
Project title and ID: BRA/09/008 - Capacity Support for South-South Cooperation Award ID: 00070613 / Project ID00057222				
INTENDED OUTPUTS	**OUTPUT TARGETS FOR (YEARS)**	**INDICATIVE ACTIVITIES**	**RESPONSIBLE PARTIES**	**INPUTS**
Output 1 Delivery Support Network for the SSC Baseline: *Ad hoc operational activities implemented without approved management/operations plans* Indicators: - Positive progress assessment by ABC - Partnerships between UNDP Brazil and COs established	Targets (year 1) -Increased efficiency of procurement processes -Partnership between UNDP Brazil and COs in receiving countries for management and monitoring of Brazilian SSC projects with clear workplans, results and cost recovery established. Targets (year 2) Partnership between UNDP Brazil and COs in receiving countries strengthened	1 Long Term Agreements (LTAs) established ▪ Broad procurement needs assessment ▪ ToRs for LTAs ▪ Procurement processes and signature of LTAs 2 Management tools available ▪ Selection and deployment of adequate capacity strengthening options 3 Financial management capacities enhanced ▪ Selection and deployment of adequate capacity strengthening options	*UNDP*	*160,000.00*
Output 2 Tools for the Programmatic Support Baseline: *Lack of tools for strategic planning/ programming and project formulation* Indicators: - Number of ABC team members completing training - Increase in the rate (%) of application of the available RBM tools	Targets (year 1) -New projects/initiatives comply with the defined strategic SSC focus framework -Adequate human capacities established Targets (year 2) -RBM tools fully integrated and used by the ABC for project management	1 New projects are in line with the SSC strategy ▪ Accompanied project formulation missions ▪ Strategic data base on priority recipient countries 2 HR pool strengthened ▪ Definition of the terms of reference for consultancy team • ABC Core consultancy team contracted	*UNDP*	*2,400,000.00*

		• A network of stand-by consultants established 3 RBM introduced ▪ Training on RBM for ABC staff and core consultancy team ▪ Adapting RBM tools for ABC/ SSC ▪ SAP (*Sistema de Apoio p/os Projetos*) process alignment		
Output 3 Knowledge bank for SSC **Baseline:** *Available experiences/ practices are not easily accessible for dissemination/replication* **Indicators:** - Number of federal, state and local governments participating in the competition - Number of practices included in the Knowledge Bank - Increase in the number of practices included in the Knowledge Bank in the 2nd year - Number of agreements/partnerships established during the Knowledge Fair - Increase in the number of agreements/partnerships for replication in the 2nd year	Targets (year 1) -SSC Knowledge Bank established Targets (year 2) -SSC Knowledge Bank launched through an SSC Knowledge Fair - it will probably take place second semester of 2009	1 Knowledge for SSC codified and made available to interested parties ▪ Development of methodology for the codification ▪ Development of a platform for SSC Knowledge Bank ▪ Best practices competition among Brazilian federal, state and local governments ▪ Knowledge systematization 2 Information on SSC Knowledge Bank and opportunities that it generates disseminated among stakeholders ▪ Design of an SSC Knowledge fair ▪ SSC Knowledge fair implementation	*UNDP*	*350,000.00*
Output 4 Stakeholder Network **Baseline:** *Mapping of key stakeholders in the recipient countries at initial stages* **Indicators:** - Stakeholder map completed - Stakeholder network established	Targets (year 1) -Stakeholder network established and available to MER/ABC Targets (year 2) -Stakeholder network strengthened and	1 Network mapping and strengthening, including the incorporation of United Nations Volunteers and Collaborators (Cooperants) ▪ Definition of the profiles and corresponding terms of reference, including the definition of roles, responsibilities and work-flows ▪ Design network management and	*UNDP*	*1,488,000.00*

- Rate of project implementation/ delivery increased - Positive feedback by the participants of the MIC workshop (workshop report) - Mechanism design finalized and accompanying toolkit published	sustainable -SSC support mechanism designed	renewal framework ▪ Creation of the network ▪ Strengthening/upgrading volunteers network 2 Strengthening Brazilian Embassies' technical/SSC cooperation teams ▪ Selection and deployment of adequate capacity strengthening options 3 SSC support mechanism designed ▪ Experiences evaluated and lessons learnt summarized ▪ Pre-conditions for sustainability and replication identified ▪ Experiences disseminated, including the organization of a MICs Workshop		
Output 5 Communications strategy for SSC **Baseline:** *Finalized and approved overarching SSC Communications Strategy not available* **Indicators:** - Overreaching SSC Comms strategy approved - Strategy implementation rate (% of activities implemented) - Number of communications events implemented - Number of publications in mass media/ other	Targets (year 1) -SSC Communications strategy form MER/ABC developed Targets (year 2) -SSC Communications strategy under implementation	1 SSC Communications strategy ▪ Mapping communications needs (both regarding past and future SSC activities) ▪ Formulating SSC Communications strategy ▪ Validating SSC Communications strategy 2 SSC Communications Strategy under implementation ▪ Developing and publishing SSC communications materials ▪ External (international) communications activities ▪ Internal (Brazil) communications activities	*UNDP*	*500,000.00*

IV. ANNUAL WORK PLAN

Year: 2009

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD
Output 1 Delivery Support Network for the SSC *Baseline: Ad hoc operational activities implemented without objective procurement/operations plans* *Indicators:* - Positive progress assessment by ABC - Partnerships between UNDP Brazil and COs established *Targets:* -Increased efficiency of procurement processes -UNDP COs in receiving countries equipped for management and monitoring of Brazilian SSC projects	1 LTAs established					UNDP	Programme Cost Sharing-	Contracts, Travel, Miscellaneous	35,000.00
	• Broad procurement needs assessment	X				UNDP			
	• ToRs for LTAs		X			UNDP			
	• Procurement processes and signature of LTAs			X	X	UNDP			
	2 Management tools available					UNDP	Programme Cost Sharing	Contracts, Travel, Miscellaneous	25,000.00
	• Identification and deployment of adequate capacity strengthening options		X	X	X	UNDP			
	3 Financial management capacities enhanced					UNDP	Programme Cost Sharing	Contracts, Travel, Miscellaneous	37,500.00
	• Identification and deployment of adequate capacity strengthening options.		X	X	X	UNDP	Programme Cost Shari		
Output 2 Tools for the Programmatic Support designed and disseminated *Baseline: Lack of tools for strategic planning/*	1 New projects are in line with the SSC strategy					UNDP	Programme Cost Sharin	Contracts, Travel, Miscellaneous	125,000.00
	• Accompanied project formulation missions	x	x	x	X	UNDP	Programme Cost Sharing		

programming and project formulation *Indicators:* - Number of ABC team members completing training - Increase in the rate (%) of application of the available RBM tools *Targets:* -New projects/initiatives comply with the defined strategic SSC focus framework -Adequate human capacities established	• Strategic data base on priority recipient countries		x	x	x	UNDP	Programme Cost Sharing	Contracts, Travel, Miscellaneous	20,000.00
	2 Human resources pool strengthened					UNDP	Programme Cost Sharing	Contracts, Miscellaneous	960,000.00
	• Definition of the terms of reference for consultancy team	x	x			UNDP	Programme Cost Sharing		
	• ABC Core consultancy team selection and contracting		x	x		UNDP	Programme Cost Sharing		
	• A network of management specialists consultants established		x	x	x	UNDP	Programme Cost Sharing		50,000.00
	3 RBM introduced					UNDP	Programme Cost Sharing		
	• Training on RBM for ABC staff and core consultancy team		x	x		UNDP	Programme Cost Sharing	Contracts, Travel, Miscellaneous	40,000.00
	• Adapting RBM tools for ABC/ SSC			x	x	UNDP	Programme Cost Sharing	Contracts, Travel, Miscellaneous	60,000.00
	• SAP (*Sistema de Apoio p/os Projetos*): alignment of processes				x	UNDP	Programme Cost Sharing		
Output 3 Knowledge Bank for SSC established *Baseline: Available experiences/ practices are not easily accessible for dissemination/replication* *Indicators:* - Number of federal, state and local governments participating in the competition - Number of practices included in the	1 Knowledge for SSC codified and made available to interested parties					UNDP	Programme Cost Sharing		
	• Development of methodology for the codification			x		UNDP	Programme Cost Sharing	Contracts, Travel, Miscellaneous	100,000.00
	• Development of a platform for SSC Knowledge Bank			x	x	UNDP	Programme Cost Sharing		
	• Best practices competition among Brazilian federal, state and local governments			x	x	UNDP	Programme Cost Sharing	Contracts, Travel, Miscellaneous	100,000.00
	• Initiate knowledge systematization			x	x	UNDP	Programme Cost Sharing		

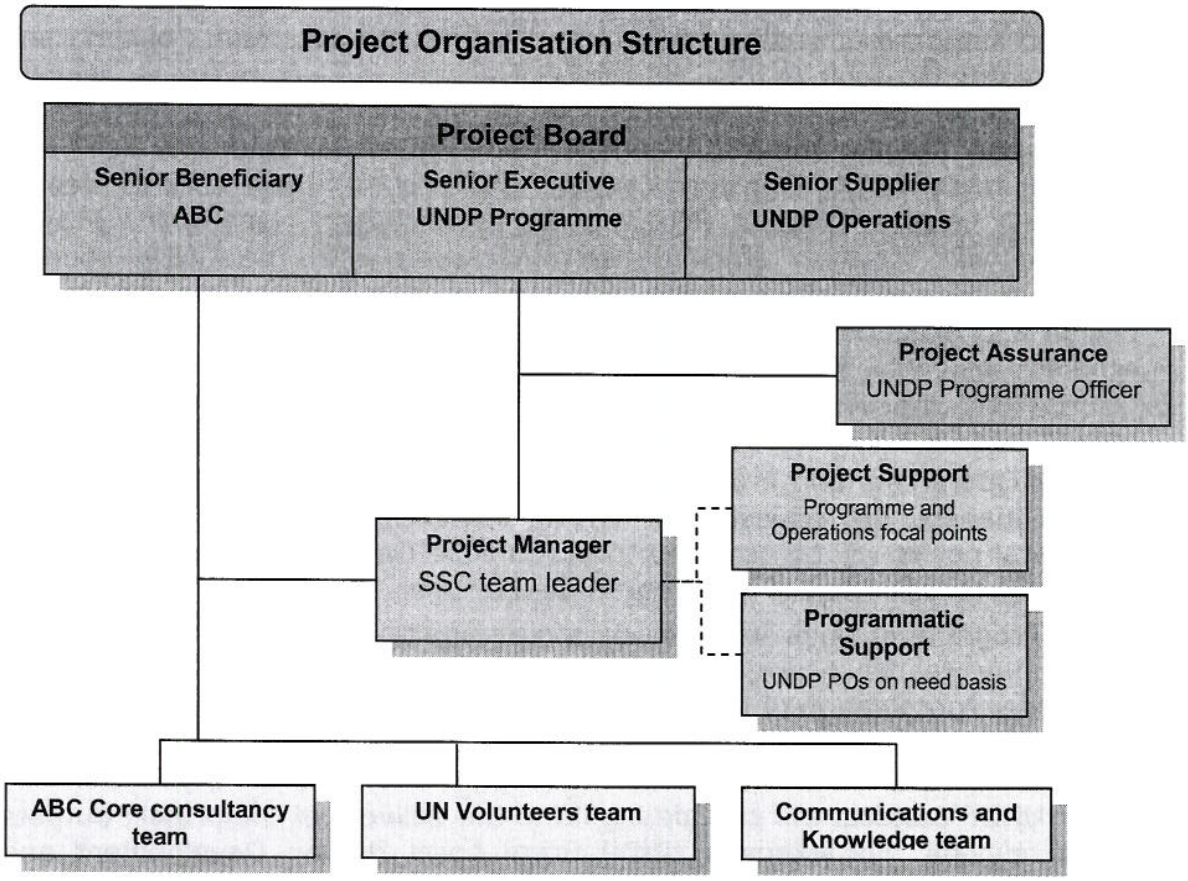
Knowledge Bank - Number of agreements/partnerships established during the Knowledge Fair *Targets:* - SSC Knowledge Bank established - SSC Knowledge fair organized	2	Information on SSC Knowledge Bank and opportunities that it generates disseminated among stakeholders					UNDP	Programme Cost Sharing		
	•	Design of a SSC Knowledge fair		x	x		UNDP	Programme Cost Sharing	Contracts, Travel, Miscellaneous	20,000.00
	•	Organization of a SSC Knowledge fair			x	x	UNDP	Programme Cost Sharing		
Output 4 Stakeholder Network *Baseline: Mapping of key stakeholders in the recipient countries at initial stages* *Indicators:* - Stakeholder map completed - Stakeholder network established - Rate of project implementation/ delivery increased *Targets:* -Stakeholder network established and available to MER/ABC	1	UN Volunteers and Collaborators ("Cooperants") network incorporation					UNDP	Programme Cost Sharing		
	•	Definition of the profiles and corresponding terms of reference, including the definition of roles, responsibilities and work-flows		X			UNDP	Programme Cost Sharing	Contracts, Travel, Miscellaneous	500,000.00
	•	Design network management and renewal framework		x			UNDP	Programme Cost Sharing		
	•	Creation of the network			x	X	UNDP	Programme Cost Sharing		
	2	Strengthening Brazilian Embassies' technical/SSC cooperation teams					UNDP	Programme Cost Sharing		
	•	Selection and deployment of adequate capacity strengthening options		x	x	x	UNDP	Programme Cost Sharing	Contracts, Travel, Miscellaneous	150,000.00
Output 5 Communications Strategy for SSC *Baseline: Finalized and approved overarching SSC Communications Strategy not available* *Indicators:*	1	SSC Communications strategy					UNDP	Programme Cost Sharing		
	•	Mapping communications needs (both regarding past and future SSC activities)	x				UNDP	Programme Cost Sharing	Contracts, Travel, Miscellaneous	100,000.00
	•	Formulating SSC Communications strategy		x			UNDP	Programme Cost Sharing		

- Overreaching SSC Communications strategy approved - Strategy implementation rate (% of activities implemented) - Number of communications events implemented - Number of publications in mass media/ other *Targets:* -SSC Communications strategy developed	• Validating SSC Communications strategy			x		UNDP	Programme Cost Sharing		
	2 SSC Communications Strategy under implementation					UNDP	Programme Cost Sharing		
	• Developing and publishing SSC communications materials			x	x	UNDP	Programme Cost Sharing	Contracts, Materials Miscellaneous	150,000.00
	• External (international) communications activities				x	UNDP	Programme Cost Sharing	Contracts, Travel, Materials, Miscellaneous	75,000.00
	• Internal (Brazil) communications activities				x	UNDP	Programme Cost Sharing	Contracts, Travel, Materials, Miscellaneous	75,000.00
								Sub-Total	2,622,500.00
								GMS	131,125.00
TOTAL									2,753,625.00

V. MANAGEMENT ARRANGEMENTS

The evaluation of the implementation of the two NEX projects (BRA/04/043 and BRA/04/044) highlights the need to strengthen the SSC programme coordination capacities both centrally (ABC) and in the receiving countries. The increased importance given by Brazil to SSC has led to a great increase in the SSC activities managed by ABC's SSC branch. This undoubtedly requires strengthening capacities with special focus on strategic planning, programme and project management, monitoring and evaluation capacities and its ability to efficiently and effectively deliver on the commitments made by the political leadership of the country, and the shortages in human resources and infrastructure also need to be taken into account. Tools available to the ABC SSC managers are outdated and need to be adapted to the needs of the teams managing complex South-South Cooperation programmes that involve multiple implementing partners in various countries.

Throughout the decades of experience in programme and project management UNDP has developed a number of corporate tools that may be utilized for the benefit of the GoB SSC programme as described in Section 2 of this document. Furthermore in any single programme and operations area UNDP Brazil CO is able to mobilize focal points to address the needs of the SSC programme teams. The CO has tested this mechanism during the second half of 2008 and has concluded that the mechanism is viable and adequate to provide support to the GoB Brazil in the execution of its SSC programme.



The project will be executed by UNDP with the implementation shared by UNDP and ABC under the supervision of the Project Board (PB). This shared implementation reflects the underlying understanding and commitment between ABC and UNDP to coordinate efforts and actions.

The Project Board, aside from bearing responsibility for supervision, will also play the role of providing strategic guidance for the project. It will be comprised of no less than three members, representing the national counterparts - the Brazilian Agency of Cooperation (ABC) and UNDP Programme and UNDP Operations designated persons. If necessary, and depending upon specific contexts, other formal members may be included in the group. The board is responsible for making executive management decisions for the project when guidance is required by the Project Manager, including approval of project plans and revisions.

On behalf of the Project Board, the designated UNDP Programme officer will act as project assurance and will be responsible for carrying out objective and independent project oversight and monitoring functions. The project assurance reports to the PB, as established in the M&E plan or as requested.

A UNDP Brazil South South Cooperation team leader will act as the project manager. The Project Manager will run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager's prime responsibility is to ensure that the

project produces the results specified in the Annual Work Plan (AWP), to the required standard of quality and within the specified constraints of time and cost. In order to achieve this, the Project Manager will ensure timely delivery of the quality Operational and Programmatic support to the SSC Programme teams supervised by the ABC leadership. The Project Manager will also liaise with the UNDP RBLAC Regional Centre, RBLAC team in New York as well as other HQ units to request HQs support as necessary. Finally the Project Manager will establish efficient communications with the UNDP country offices in the recipient countries to ensure cooperation and support in the design and execution of the projects under the Brazil SSC Programme (see scheme below). While avoiding overlapping with existing projects, cooperation will support the coherence of this project with the overall objectives of the UNDP programme.

UNDP's Operations and Programme units will act as project support for the project manager as requested by him/her. In each operational and thematic area focal points will be assigned to support the GoB SSC programme teams under the coordination of the Programme Manager.

UNDP Programme units will provide programmatic support to the GoB SSC programme teams in project design and other areas as requested by ABC and under coordination of the Project Manager. This may involve participation in programme planning meetings, project missions and other activities.

Other UNDP projects will provide inputs to the delivery of the project outputs when relevant. For example UNDP Brazil Local Human Development and other programmes are codifying and testing a number of knowledge toolkits that are based on the experiences of Brazilian municipalities. As part of its MDG Strategy the CO is developing a follow-up system to monitor the best practices that have received an MDG Award. Finally, a number of Knowledge Management projects with such partners as the Ministry of Social Development, the Ministry of Culture, the National School of Public Administration are in the design phase. All these initiatives will contribute to the SSC Knowledge Bank as relevant. UNDP RBLAC regional Knowledge Management team will support methodologically the Project Manager as well as project teams as requested by the manager.

Along the same lines, when relevant collaborative arrangements will be established with other types of programme activities in order to capitalize on the on-going technical cooperation work. This includes UNDP RBLAC regional programmes.

Three operational teams will be established to deliver project results:

- ABC Core consultancy team contracted under UNDP rules and regulations will strengthen ABC coordination capacities centrally and will ensure the delivery of operational/management results;
- UN Volunteers team contracted through the UN Volunteers agency and supervised by the ABC will strengthen SSC programme coordination and

implementation capacities in the recipient countries by providing a day-to-day management and oversight support in the field;

- Communications and Knowledge team will comprise of a number of short-term consultants contracted under UNDP rules and regulations. The team will be responsible for the development of communications and knowledge products in close cooperation with the related projects as indicated above.

UNDP COs and when relevant – regional service centres will provide support to the implementation of the GoB SSC programme in the recipient countries.

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the UNDP Financial Rules and Regulations.

Audits will be conducted by the UNDP Office of Investigations and Audit as defined in the UNDP Programme and Operations Policies and Procedures.

VI. MONITORING FRAMEWORK AND EVALUATION

Ref.	Responsible person	Target audience	Type of report required	Time Line	Status
1.	Project Manager	Project Board	Quarterly progress and financial report (QPR)	At the end of every quarter	
2.	Project Manager	Project Board	Annual progress and financial report	At the end of the calendar year	
3.	Project Assurance	Project Board & Project Manager	Quality Assessment Report	Upon completion of milestones/targets and outputs as per AWP	

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the

QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Capacity for SSC strengthened		
Activity Result 1 (Atlas Activity ID)	Delivery Support Network for the SSC	Start Date: 01/05/2009 End Date: 31/12/2010
Purpose	*Ensure increased effectiveness of the management processes including procurement, contract and finance management*	
Description	Tailored capacity development activities aimed at increased management efficiency	
Quality Criteria	**Quality Method**	**Date of Assessment**
Increase in the efficiency of the procurement process and improvement of the quality of the contracts	▪ Procurement processes and signature of LTAs finalized	31/12/2010
Management tools available for increased effectiveness	• Identification and deployment of adequate capacity strengthening options	31/12/2010
Financial management capacities enhanced for increased effectiveness	• Identification and deployment of adequate capacity strengthening options	31/12/2010
Activity Result 2 (Atlas Activity ID)	Tools for Programmatic Support	Start Date: 01/05/2009 End Date: 31/12/2009
Purpose	*Ensure strategic focus in design and implementation of programme approach in SSC initiatives*	
Description	Tailored capacity development activities focused on introduction and strengthening of programme approach in Brazilian SSC	
Quality Criteria	**Quality Method**	**Date of Assessment**
New projects/initiatives comply with the defined strategic SSC focus framework	• Accompanied missions implemented and mission reports finalized • Strategic database on priority recipient countries developed	31/12/2010
Adequate human capacities established	• Definition of the terms of reference for consultancy team • ABC Core consultancy team contracted • A network of stand-by consultants established	31/12/2009

RBM tools fully integrated and used by the ABC for project management	▪ Training on RBM for ABC staff and core consultancy team delivered ▪ RBM tools adapted for ABC/ SSC • SAP (Sistema de Apoio p/os Projetos) process aligned	31/12/2010
Activity Result 3 (Atlas Activity ID)	Knowledge bank for SSC	Start Date: 01/05/2009 End Date: 31/12/2010
Purpose	*Ensure easy access to a pool of practices available for replication through SSC mechanisms*	
Description	Mapping and/or codification of successful as well as potential Brazilian SSC experiences and their dissemination among possible partners inside and outside of the country	
Quality Criteria	**Quality Method**	**Date of Assessment**
SSC Knowledge Bank established	▪ Methodology and process for the codification developed ▪ Platform for SSC Knowledge Bank developed ▪ Best practices competition among Brazilian actors finalized ▪ Knowledge systematized	31/01/2010
SSC Knowledge disseminated and partnerships established	• SSC Knowledge fair implemented	30/04/2010
Activity Result 4 (Atlas Activity ID)	Stakeholder network	Start Date: 01/05/2009 End Date: 31/12/2010
Purpose	*Ensure effective and efficient SSC implementation and monitoring in the recipient countries*	
Description	Mapping key SSC stakeholders and partners in recipient countries	
Quality Criteria	**Quality Method**	**Date of Assessment**
Stakeholder network established and available to MER/ABC	▪ The profiles and corresponding terms of reference defined, including the definition of roles, responsibilities and work-flows ▪ Network management and renewal framework designed	31/12/2009

	and implemented ▪ Adequate capacity strengthening options for stakeholders network selected and deployed	
SSC support mechanism designed	▪ Experiences evaluated and lessons learnt summarized ▪ Pre-conditions for sustainability and replication identified • Experiences disseminated, including a MICs Workshop	31/12/2010
Activity Result 5 (Atlas Activity ID)	Communications strategy for SSC	Start Date: 01/05/2009 End Date: 31/12/2010
Purpose	*Ensure effective internal (to the country) and external communications that support Brazilian SSC*	
Description	Development and implementation of an SSC communications strategy	
Quality Criteria	**Quality Method**	**Date of Assessment**
SSC Communications strategy form MER/ABC developed and is under implementation	▪ SSC Strategy document finalized ▪ External (international) communications activities • Internal (Brazil) communications activities	31/12/2010

VII. LEGAL CONTEXT

The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

1. Risk log
2. Special clauses

Annex 1 Risk Analysis.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political and economic instability at some recipient countries may shift government priorities to issues other than the SSC, it may also lead to riots, violence and interruption of basic services and project activities, impacting directly on the support network		Political	Medium	Evaluate with ABC the likelihood of turmoil and instability in particular countries, and postpone work plans. Assess the possibility to introduce country programme risks analysis and management practices within the ABC management systems.	Project Board	Project Developer	January	new
2	Quick drop or rise of the dollar value as a response to the international financial crises can impact project implementation		Financial	Medium	Analyse and study financial dollar fluctuation in the market and adjust targets as needed.	Project Board	Project Developer	January	new
3	Dealing with a number of culture, languages, banking financial systems and a large number of stakeholders increases project implementation complexities and may		Operational	medium	To rely on standard operations procedures and guidelines from UNDP Programme and Operations Manuals, since these are already applied by local UNDP in the all recipient countries. To establish clear and open	Project Manager	Project Developer	January	New

	generate operational difficulties				communications channels with the stakeholders to facilitate dialogue and exchange of information.				
4	Lack of definition of roles, functions and responsibilities of each stakeholder (ABC, implementing partners, local UNDP , recipient government and Embassy's staff may lead to delays in the implementation of critical activities		Managerial	*low*	To define together with ABC the role, functions and responsibilities for each stakeholder. Guarantee that shared supervision is detailed for each institution	Project Manager	Project Developer	January	new

Annex 2 Special Clauses

The schedule of payments, UNDP bank account details and the accounting currency

The Government of Brazil will request the transfer of the full amount of the project to UNDP (USD 5,143,000.00), from the designated Programme Cost Sharing resources, as a lump sum upon the signature of this project document. The resources for this project derive from the interests accumulated by the cost sharing funds received by the UNDP from the Government of Brazil.

- UNDP Representative in Brazil USD Account: Bank of America, 1401 Elm St., Dallas TX 75202; Account Nº.: 375 222 0643; Wire Routing Number: 026009593; SWIFT Address: BOFAUS3N;

- UNDP Representative in Brazil BRL Account: Banco do Brasil S/A, Agência Empresarial Brasília (3382-0), c/c 60746-0, Brasília, DF.

The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

All financial accounts and statements shall be expressed in United States dollars.

If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph ⊟above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

Cost Recovery

In accordance with the decisions and directives of UNDP's Executive Board, costs will be recovered by charging the contribution as follows:

The contribution shall be charged:

(a) 5% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices

(b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

Ownership and Properties under DEX

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

Annual Work Plan

Brazil - Brasilia

Award Id: 00057222

Award Title: BRA/09/008 -Capacity Support for South-South Cooperation

Year: 2009

Report Date: 22/4/2009

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr		Amount US$
00070613	Capacity Support for South-Sou	OUTPUT1			UNDP	30071	BRA	71300	Local Consultants	35,000.00
					UNDP	30071	BRA	71600	Travel	47,500.00
					UNDP	30071	BRA	72200	Equipment and Furniture	15,000.00
					UNDP	30071	BRA	75100	Facilities & Administration	4,875.00
		OUTPUT2			UNDP	30071	BRA	71300	Local Consultants	1,135,000.00
					UNDP	30071	BRA	71600	Travel	90,000.00
					UNDP	30071	BRA	72200	Equipment and Furniture	30,000.00
					UNDP	30071	BRA	75100	Facilities & Administration	62,750.00
		OUTPUT3			UNDP	30071	BRA	71300	Local Consultants	175,000.00
					UNDP	30071	BRA	71600	Travel	30,000.00
					UNDP	30071	BRA	72200	Equipment and Furniture	15,000.00
					UNDP	30071	BRA	75100	Facilities & Administration	11,000.00
		OUTPUT4			UNDP	30071	BRA	71300	Local Consultants	525,000.00
					UNDP	30071	BRA	71600	Travel	110,000.00
					UNDP	30071	BRA	72200	Equipment and Furniture	15,000.00
					UNDP	30071	BRA	75100	Facilities & Administration	32,500.00
		OUTPUT5			UNDP	30071	BRA	71300	Local Consultants	264,000.00
					UNDP	30071	BRA	71600	Travel	100,000.00
					UNDP	30071	BRA	72200	Equipment and Furniture	16,000.00
					UNDP	30071	BRA	72300	Materials & Goods	20,000.00
					UNDP	30071	BRA	75100	Facilities & Administration	20,000.00
TOTAL										**2,753,625.00**
GRAND TOTAL										**2,753,625.00**

Annual Work Plan

Brazil - Brasilia

Award Id: 00057222

Award Title: BRA/09/008 -Capacity Support for South-South Cooperation

Year: 2010

Report Date: 22/4/2009

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget			
			Start	End		Fund	Donor	Budget Descr	Amount US$
00070613	Capacity Support for South-Sou	OUTPUT1			UNDP	30071	BRA	71300 Local Consultants	25,000.00
					UNDP	30071	BRA	71600 Travel	30,000.00
					UNDP	30071	BRA	72200 Equipment and Furniture	7,500.00
					UNDP	30071	BRA	75100 Facilities & Administration	3,125.00
		OUTPUT2			UNDP	30071	BRA	71300 Local Consultants	1,030,000.00
					UNDP	30071	BRA	71600 Travel	90,000.00
					UNDP	30071	BRA	72200 Equipment and Furniture	25,000.00
					UNDP	30071	BRA	75100 Facilities & Administration	57,250.00
		OUTPUT3			UNDP	30071	BRA	71300 Local Consultants	60,000.00
					UNDP	30071	BRA	71600 Travel	60,000.00
					UNDP	30071	BRA	72200 Equipment and Furniture	10,000.00
					UNDP	30071	BRA	75100 Facilities & Administration	6,500.00
		OUTPUT4			UNDP	30071	BRA	71300 Local Consultants	575,000.00
					UNDP	30071	BRA	71600 Travel	210,000.00
					UNDP	30071	BRA	72200 Equipment and Furniture	53,000.00
					UNDP	30071	BRA	75100 Facilities & Administration	41,900.00
		OUTPUT5			UNDP	30071	BRA	71300 Local Consultants	29,000.00
					UNDP	30071	BRA	71600 Travel	65,000.00
					UNDP	30071	BRA	72200 Equipment and Furniture	6,000.00
					UNDP	30071	BRA	75100 Facilities & Administration	5,000.00
TOTAL									**2,389,275.00**
GRAND TOTAL									**2,389,275.00**