



Interoffice Memorandum

To: Mr. Ad Melkert
Associate Administrator

Date: 9 October 2006

From: Gilbert F. Houngbo
Assistant Administrator & Director

Extension: 5900

Subject: Request for Approval of the DEX Modality for RBA Regional
Programme for Supporting MDG-Based Planning and
implementation

File:

I hereby write to seek your approval for the Direct Execution (DEX) modality for the Regional Bureau for Africa's Expanded Programme for Supporting MDG-Based Development and Poverty reduction Strategies in its countries. This Programme builds upon the results of an earlier intervention that was launched in 2004, and for which the DEX Modality was also approved.

The objective of the Regional Programme under review is to contribute to accelerating progress towards attaining the MDGs by RBA countries through formulation, implementation and effective monitoring of MDG-based national development and poverty reduction strategies as well as strengthening partnerships in support of them. A key dimension of this Programme is to reinforce the capacities of the countries for scaling up the pace towards the MDGs, starting with the formulation of MDG-based poverty reduction strategies by December 2006, in accordance with the Outcome Document of the 2005 World Summit. As a follow up on this commitment, at least 40 of the 45 RBA countries have strongly expressed demand over the past six months for support from the RBA in the formulation of MDG-based poverty reduction strategies.

A key strategic element of the project is strengthening of collaboration with the UN System agencies and other development partners, notably African Development Bank, African Union, Economic Commission for Africa, International Monetary Fund, World Bank as well as Civil Society Organizations for greater impact of the interventions. With the support of the Bureau for Resources and Strategic Partnerships and Bureau for Development Policy, RBA will undertake an active resource mobilization strategy to close the financing gap for the project.

The project is fully consistent with the refocused RBA Strategy for capacity development in support of pro-poor growth and accountability as well as UNDP's MDG Support Services (MDGSS).

The design of the project is intended to ensure an uninterrupted and scaled up efforts at supporting MDG-based planning processes in RBA countries during the transition phase from the Second Regional Cooperation Framework (RCF II) to the Third Regional Cooperation Framework (RCF III) for Africa (2008 – 2012). Following a planned mid-term review in 2007, the implementation experience and lessons learnt therefrom will feed into the formulation of a successor Programme under RCF III.

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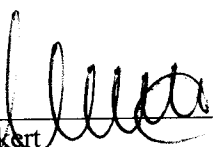
The DEX modality is being proposed for the Programme in the light of its highly strategic nature and the need for expeditious implementation. None of the UN System agencies has yet developed greater expertise than UNDP in MDG-based planning processes. Furthermore, given that not much procurement of goods will be involved, the value-added by outside executing agencies, including UNOPS, will be minimal. Much of the services under the project will be delivered by UNDP MDG support teams at the global, regional and country levels, and one of its intended impacts, which are to build up national capacities for MDG-based planning, is expected to be realized speedily.

Adequate capacity and expertise has been created within RBA over the past three years for effective implementation of a few strategic projects through DEX. This includes the project upon which the project under review is being built. Direct supervision of the implementation process of the project will be carried out by the Senior Regional Programme Adviser under the overall oversight of the RBA Director. Following the planned relocation of the direct Regional Programme management functions to the Regional Service Centers, in which the RBA's MDG Support Teams will also be based with effect from early 2007, the day-to-day to operational management of the programme's activities will be carried out from the Regional Service Centers. The RBA MDG Support Teams will contribute substantively to the delivery key outcomes under the Programme.

Please find attached herewith the final draft Programme Document and the Summary records of the Inter-Bureau PAC Meeting.

Your positive consideration of this request will be highly appreciated.

Approved by:



Ad Melkert
Associate Administrator
UNDP

Date:

27/10/06



United Nations Development Programme

Regional Bureau for Africa (RBA)

Regional Project for Supporting MDG-based National Development and Poverty Reduction Strategies in RBA Countries

PAC Review Date: 07 September 2006

Project Summary:

The objective of the project is to contribute to accelerating progress towards attaining the Millennium Development Goals (MDGs) by RBA countries through formulation, implementation and effective monitoring of MDG-based national development and poverty reduction strategies as well as facilitating partnerships in support of them. MDGs are most relevant to the development context of Sub-Saharan African countries; yet progress towards achieving them is so far slow in most of them. A key dimension of this project is to strengthen the capacities of the countries for scaling up the pace towards the MDGs, starting with the formulation of MDG-based poverty reduction strategies by December 2006, in accordance with the Outcome Document of the 2005 World Summit. At least 35 of the 45 RBA countries have strongly expressed demand over the past six months for support from the Bureau in the formulation of MDG-based poverty reduction strategies. The project will also aim to reinforce initiatives geared towards promoting MDGs at the community level. A key strategic element of the project is strengthening of collaboration with the UN System agencies and other development partners, notably ADB, AU, ECA, IMF, World Bank as well as Civil Society Organizations for greater impact of the interventions. The project is fully consistent with the refocused RBA Strategy for capacity development in support of pro-poor growth and accountability as well as UNDP's MDG Support Services (MDGSS) framework.

With the support of the Bureau for Resources and Strategic Partnerships and Bureau for Development Policy, RBA will undertake an active resource mobilization strategy to close the financing gap for the project. An appropriate exit strategy has been formulated that will lead to the phasing out of the project in 2008, by which time the capacities of the countries are expected to be built up substantially.



United Nations Development Programme

SIGNATURE PAGE

Expected Outcome(s)/Indicator(s):	Strengthened national technical and institutional capacities for MDG-based planning, implementation and monitoring in at least 40 RBA countries.
Expected Output(s)/Annual Targets:	See the Results Framework

Implementing agency:	Regional Bureau for Africa, UNDP
Responsible parties:	RBA Regional Service Centers and BDP
Interim Project Manager	Lamin Manneh, RBA

Location:	New York, Regional Service Center and SURF (Johannesburg & Dakar)
Date:	10 October, 2006

<u>Project details:</u>	
Project Number:	RAF/06/002
Project Title:	Regional Project for Supporting MDG-Based National Development and Poverty Reduction Strategies in RBA countries.
Project Component:	MDGs
Project ID:	
Duration:	
Start:	October 2006
End:	October 2008
Management:	UNDP Direct Execution

<u>Project Budget</u>	
Total Budget:	US\$ 6.646 million
Allocated Resources:	
UNDP:	
Regional TRAC:	US\$ 3.50 million
Special MDG Resources:	0.50 million
MDGSS (Global):	0.30 million
Total:	US\$ 4.30 million
Unfunded:	US\$ 2.346 million

On Behalf of:	Name/Title	Signature	Date
Agreed By:	_____	_____	11/01/06
Executing Agency:			
Agreed By UNDP:	Gilbert F. Hougbo Director, RBA		_____

Situation Analysis

The United Nations Millennium Declaration, which was adopted by the World's leaders at the 2000 Millennium Summit, embodies the commitment on the part of the international community to stronger partnership in response to the major global development challenges of the 21st Century. Key among these challenges is the rising incidence of poverty almost world-wide, but particularly in Africa and some parts of South Asia, despite the measurable progress made on growth and technological fronts during the preceding decades. The Millennium Development Goals (MDGs) were the practical expression of this renewed commitment to eradication or significant reduction of poverty in all its dimensions. The MDGs were underpinned by the emerging consensus among development analysts that increasing poverty, combined with widening income and asset inequalities, was not only an ethical issue, but also constituted a serious impediment to sustainable growth and development. This makes the attainment of MDGs particularly compelling for Africa, given both their equity and efficiency (facilitation of growth) dimensions.

Indeed, the Millennium Declaration recognized Africa's special development challenges. It states that: "We will support the consolidation of democracy in Africa and assist Africans in their struggle for lasting peace, poverty eradication and sustainable development, thereby bringing Africa into the mainstream of the world economy". With close to 45% of its population estimated at the time of the Millennium Summit to be living below the internationally recognized poverty line of US \$1 a day, the Africa region had the highest proportion of an entire population living in poverty. It was also the only region where this proportion was expected to rise if the prevailing trends were not reversed. Africa's other major development problems further indicated both the necessity for, and the magnitude of the challenge in respect of, attaining the Millennium Development Goals. These include the heavy disease burdens, notably HIV/AIDS pandemic, malaria and resurgent tuberculosis, gender inequality, conflicts, environmental degradation and progressive loss of biodiversity, as well as very low participation rates in the global economy.

The important role of donors and the UN system in supporting Africa make measurable progress towards MDGs was recognized by the World leaders at the Millennium Summit. But broad and sustained commitment to MDGs on the part of the African leaders and the key stakeholders was seen as crucial to their attainment in the region. It is, therefore, notable that during the first few years following the Millennium Summit, African countries exhibited increasing commitment to the MDG agenda. MDGs were placed at the center of the NEPAD vision in 2001 and the African Union expressed explicitly through a Common African Position on MDGs in 2005 strong commitment to facilitating their attainment in the continent. This commitment was reconfirmed at a high level meeting of African Ministers of Finance and Economic Planning in Cairo in April 2006.

There have also been improvements in the political and economic environment in the continent, a crucial pre-condition for achieving MDGs by African countries, as elsewhere. Participatory democracy has been increasingly taking hold in the continent despite some recent reversals. Most African countries have also persevered with economic reforms, which have contributed to steady improvement in the economic performance of the continent as a whole. Africa's economic growth performance improved measurably from just under 3.0% in 2000 to 5.4% in 2005 and it is projected to grow by 5.6% in 2006. At the individual country level, many of the African countries

also made tangible progress in some of the goals. The success of Uganda and Senegal in containing the spread of HIV/AIDS is universally acknowledged. Mali, Burkina Faso and the Gambia made tremendous progress towards primary health care while Kenya and Tanzania took bold moves towards meeting the target with respect to universal primary education. Against heavy odds, South Africa has made tangible progress towards service delivery and upgrading of slums.

These positive developments notwithstanding, the various assessments carried out in 2005 into the progress made towards MDGs at the global, regional and country levels as part of the preparations for the 2005 World Summit, invariably indicated that most African countries were still not on track to attain all the MDGs by 2015. For instance, in spite of the measurable improvements registered in the growth performance, the gap between the actual overall growth rate (5.4%) and the desired rates (7-8%) for impacting meaningfully on poverty and achieve MDGs, is still significant. The incidence of income poverty increased from 45% in 2000 to 47% in 2005, while income and asset inequalities have continued to worsen. Regarding the latter, the average gini co-efficient for the continent stands at close to 0.60. Despite considerable efforts to contain the HIV/AIDS pandemic, the latest UNAIDS statistics indicate continued upward trends in new infection rates.

In the light of the fact that only a decade was left before reaching the target date for achieving the MDGs, there was broad agreement at the 2005 World Summit that the level of ambition with respect to three key areas needed to be raised considerably in order to accelerate progress towards MDGs in Africa : policy actions to accelerate shared growth; responses to capacity constraints and weaknesses in accountability mechanisms; as well as the quality and volume of resources needed to underpin country level efforts.

Given that PRSPs constitute the generally accepted framework for country level planning and development cooperation, the need to build more coherence between them and MDGs in order to enhance the prospects of achieving the Goals by 2015 was broadly recognized. This was underscored by the fact that most of the independent evaluations of PRSPs (including the ones conducted by the Bank and Fund and donors) clearly indicated that the majority of the first generation PRSPs fell short of being effective building blocks for realizing MDGs. By their nature, MDGs have a long-term orientation. The time frame, targets and resource envelope of PRSPs tend to invariably fall short of the requirements for meeting MDGs. Also related to the longer-term development concerns is the fact that a number of important sectors, which are essential for generating the requisite poverty-reducing growth, notably trade, agriculture, industry and energy as well as gender empowerment were not adequately incorporated within the first generation of PRSPs.

The continued lack of coherence between the macroeconomic framework of the PRSPs and longer-term poverty reduction objectives has also been identified as an important issue to be addressed if the linkages with MDGs are to be strengthened. While UNDP fully subscribes to the critical importance of predictable and sound macroeconomic policies for sustainable growth and poverty reduction, it believes that sufficient empirical evidence exists on the lack of adequate "fiscal space" of the current PRSPs for increased levels of poverty - reducing objectives. Resources required for meeting the MDGs can be assessed reasonably well and subsequent gaps identified, which should be reflected in more ambitious PRSPs, together with the requisite policy

and institutional strengthening measures. The recent works of UNDP on the issues of fiscal space and capacity development and the Millennium Project on MDG/PRSP needs assessment have made tremendous contribution to this process.

On the basis of the extensive analytical and empirical work of UNDP and the Millennium Project, a specific proposal was made to adopt 10-year MDG-based frameworks, which would be operationalized, resourced and monitored through 3-5 PRSPs or their equivalent poverty reduction strategies. This was endorsed at the 2005 World Summit. Development of these long-term plans comprises at least the following steps: 1) adaptation of the MDG targets and indicators to national contexts; 2) conducting needs assessments for multiple sectors that estimate the human resource, institutional, financial, and infrastructure requirements for achieving the MDGs by 2015; 3) formulation of a long-term (10-12 year) frameworks based on the needs assessment estimations to meet the MDGs, including policy and institutional changes needed to meet the goals, together with details of scaling up and sequencing of investments; 4) developing a Poverty Reduction Strategy to align the medium - term (3-5 year) budget with the long term MDG plans; and 5) putting in place a results-oriented monitoring systems.

Presently, attempts are underway in a number of African countries, that have embarked on a new generation of PRSPs, to integrate more comprehensively MDGs in these PRSPs, with support from UNDP, the Millennium Project and UN System agencies as well as a broad range of other development partners, including the Bretton Woods Institutions, ECA and ADB. Actions in this area will also reinforce efforts at more results/outcome - based monitoring systems. MDG-based PRSPs will also provide a stronger platform for the implementation of the Paris Declaration and Rome Agenda as well as enhanced internal resource mobilization.

Strategy

The strategy of this project derives from the urgency to help accelerate progress towards MDGs in Africa and enhance the prospects of achieving them by 2015. In the short-run, the project responds specifically to the conclusions and recommendations of the Outcome Document of the 2005 World Summit. Of particular importance in this regard is Paragraph 22(a) of the Document, which expresses the commitment of the World's leaders to "Adopt, by December 2006, and implement comprehensive national development strategies to achieve the internationally agreed goals and objectives, including the Millennium Development Goals". In response to this important global commitment, the Regional Bureau for Africa has resolved to provide the minimum required support to all the countries in the region to enable them to put in place MDG - based development and poverty reduction strategies by end-December 2006 as well as strengthened implementation and monitoring arrangements for them, particularly from 2007 onwards.

The strategy for the project is also grounded on the re-focused UNDP Africa Strategy for supporting the continent's development and poverty reduction efforts through capacity development for pro-poor growth and accountability. Prioritizing capacity development efforts around pro-poor growth and accountability is necessitated by the fact that sustainable growth and poverty reduction require national capacity to diagnose problems and to formulate and implement appropriate solutions on a sustainable basis. In this regard, UNDP Africa's planned stepped-up support to the efforts of governments to formulate and implement policies that are "supportive of

strong macroeconomic frameworks, equitable trade, and sustained shared growth”, is consistent with MDG-based planning processes. Developing capacity for enhanced accountability includes strengthening institutional capacity - information systems, and targeted skills formation for public institutions and state oversight institutions like Parliaments, as well as civil society and other non-state actors. Institutional capacity strengthening at national (including of CSOs and private sector) and regional levels is critical for creating an enabling environment for pro-poor policy formulation and for implementation of development programmes that will ensure accelerated progress towards achieving the MDGs. Strengthening the capacity of CSOs and private sector will also reinforce good governance and accountability initiatives. The project is expected make a strong contribution to these processes. In this connection, the project will particularly draw on the resources of the Capacity Development Group of the Bureau for development Policy.

The strategy for the project is also consistent with UNDP’s Millennium Development Goals Support Services (MDGSS). The MDSS is anchored on three pillars as follows: (i) MDG-based diagnostics, investment and planning – technical and financial assistance needed to achieve MDGs over the medium- to long - term; (ii) Widening policy options and choices – national macroeconomic, sectoral and local policy reforms and frameworks needed to accelerate equitable growth and promote long-term human development; and (iii) Strengthening national capacities to deliver – capacities required to enable effective service delivery at the national and local levels.

The strategy recognizes the need to work closely with the UN System agencies, including UNDESA, as well as the other development partners, notably the IMF, World Bank, ADB, the donors and CSOs in supporting the RBA countries in developing PRSPs and longer-term development strategies grounded on meeting the MDGs.

UNDP leadership for achieving the MDGs in Africa requires integrated support for MDG-based planning and major MDG – focused initiatives, including those aimed at promoting MDGs at the community level. Success will require continuity and expansion of activities underway at the global (New York), regional and country levels, streamlined within UNDP operating structures. Seamless integration across all levels is critical if UNDP is to continue the momentum already established. The project will, therefore, facilitate the application by the countries of the needs assessment methodologies developed by UNDP and the UN Millennium Project as well as the capacity development and assessment tools developed by UNDP’s Bureau for Development Policy and Regional Bureau’s Southern Africa Capacity Initiative (SACI) and formulation of economic policies that will allow for the stepped up public and private sector investments for achieving MDGs. The latter is expected to be facilitated by an umbrella project under the re-focused RBA strategy for capacity development.

While the project’s strategy aims at full consistency with UNDP’s corporate strategy for supporting MDGs through the MDGSS, including prioritization of countries for yielding concrete results within the shortest possible timeframes, it also takes cognizance of the specificities of the Africa region. Key among these are the need for nurturing the enabling environment for MDGs (which includes both the political stability dimension and maintenance of commitment at all levels of societies to the MDG agenda); a relatively large number of countries that require dedicated support from UNDP; weak statistical systems for effective planning and monitoring; and the need for concerted efforts at promoting MDGs at the local level. Important support areas under the project, therefore, include contributions to efforts at sustaining political commitment to

MDGs at all levels, in conjunction with the continental institutions: AU, ECA and ADB as well as CSOs and provision of support to virtually all the RBA countries. Ultimately, there will be some prioritization, with a deeper focus on the countries identified by RBA in the context of the MDGSS (Ghana, Tanzania, Ethiopia, Rwanda, Mozambique, Senegal, Mali, Nigeria, Benin and Burkina Faso) as well as Liberia, Republic of Congo and Sierra Leone, post-conflict recovery in which need to be assiduously nurtured. This notwithstanding, as noted above, there is merit in supporting as many RBA countries as possible to put in place MDG-based national development strategies. This constitutes an integral element of the strategy for this project.

The project will build on, and apply the lessons learnt from the comprehensive MDG-based planning workshops RBA supported during the first quarter of 2006. Recognizing the imperative to quickly build or reinforce capacity of the Governments in order to enable them to play the key leadership role, and the other stakeholders within the countries to facilitate effective country ownership of MDG-based Planning processes, RBA organized, in conjunction with BDP and Millennium Project, in late February/early March 2006 MDG-based Planning workshops for the two sub-regions of the continent in which key central and sectoral planners from all the RBA countries, UNDP policy advisers, RBA Field Economists and CSOs participated.

The results realized from these ground-breaking capacity building initiatives include renewed commitment by the Governments to the MDG agenda, (as explicitly expressed by at least 90% of the countries after the workshops), the reinforcement of the capacity of the central and sectoral planners and other stakeholders to carry out MDG-based planning, and that of RBA Economists as well as strengthened collaboration with the other external partners, including UN System agencies.

In order to quickly build on, and scale up the results of these workshops and enhance RBA's direct capacity for supporting MDG-based planning process in the countries, an expanded RBA/Millennium Project Team (comprising of 4 Economists) has been set up initially in New York (in May 2006) to facilitate transfer of expertise and technology from the Millennium Project to RBA Economists before the phasing out of the Millennium Project in December 2006. This measure has already yielded positive results in terms of acceleration of transfer of expertise from Millennium Project and strengthening of RBA support to MDG-based planning in the countries. The team is being funded partly from the resources provided by BDP through the MDGSS and partly from the Regional Programme, and there is merit to expanding it.

Synergies and complementarities will be actively built between the project and related RBA initiatives supporting MDGs. Notable among these are governance projects and programmes, a regional project supporting consistency between macroeconomic policies and MDGs, Capacity 2015 and Africa 2000 Plus Network as well as the Millennium Villages Initiatives.

Further Strengthening of RBA's Capacity for Supporting MDG-Based Strategies in the Africa Region

The RBA MDG Support Team is expected to be expanded in 2007 to 12 dedicated staff, and with effect from February 2007 it will be divided into two teams of sector-focused MDG Advisors and Specialists who will be deployed to the Dakar and Johannesburg Regional Service Centers to take the lead in supporting MDG-based planning processes in RBA countries. They will be fully

integrated within the Regional Service Centers, but each team will have a Team Leader, who will report through the Regional Service Center Manager to the RBA Director.

The teams will work closely with the Resident Coordinators and UNDP country Economists in carrying out the following key tasks:

- Deepening trainings in MDG-based planning;
- Provision of technical support for MDG needs assessments and preparation of MDG-based development strategies;
- Adaptation of MDG tools to specific contexts and needs of RBA countries; and
- Play an important role at the country level in the intended strengthened collaboration with regional partners (notably AU, ADB ECA, and the RECs as well as Universities and Think Tanks) in expanding support to the design and implementation of MDG-based strategies.

The RBA MDG Teams at the SURF in Dakar will be reinforced in December 2006 by four French Macroeconomic Experts, within the context of an agreement with the French Government that was concluded in mid-August.

The Regional Service Center-based Teams will receive back-stopping, over-sight and technical guidance from RBA and the New York-based MDG Support Team within the Bureau for Development Policy, that will eventually include staff from the Millennium Project after the latter's closure in December 2006. Specifically, the MDG Support Team within BDP will i) provide advisory services in close collaboration with the Regional Service Center teams to RBA countries; ii) support and backstop the Regional Service Centers in scaling up support for MDG-based planning in programme countries; iii) provide training on MDG-based planning to new staff of RSCs and develop corresponding training materials; iv) develop and improve MDGS tools, methodologies and resources for MD-based planning in close collaboration with RBA and other parts of UNDP and the UN system; v) work with RBA to coordinate technical collaboration with other UN agencies and the Bretton Woods Institutions; and vi) establish knowledge sharing mechanisms to ensure appropriate knowledge management.

As part of an exit strategy for the project, the RBA MDG Support Teams will be scaled down 3 specialists each by end 2010, when sufficient internalization by governments of MDG-based planning processes will have been attained and the capacity of national and international economists strengthened to the maximum to allow them to lead the processes within the countries in conjunction with national applied research institutions as well as independent consultants, who would have received training under the RBA project. The remaining MDG Specialists will merely reinforce the work of country level teams, leveraging the support from Headquarters in the process.

Results and Resources Framework

The underlying objective of the project is to contribute to accelerating progress towards attaining MDGs in the RBA countries, starting with putting in place by December 2006 MDG-based

poverty reduction strategies in conformity with the Outcome Document of the 2005 World Summit.

This objective is intended to be achieved through strengthening national capacities for MDG-based planning processes and for effective implementation and monitoring of the strategies.

The following support areas, outcomes and activities are anticipated:

Outcome 1. Governments and non-governmental sectors in at least 40 RBA countries are able to prepare, implement and monitor MDG-based PRSPs.

Activities:

In country MDG-based Planning Training activities for at least 40 RBA countries

RBA Support teams for preparing MDG-based Plans in 35 countries with technical backstopping from BDP/MDGS.

RBA monitoring missions to 30 RBA countries with technical backstopping from BDP/MDGS..

Regional workshops for reinforcing in-country capacities in MDG-based Planning processes and promoting exchange of knowledge and experiences among RBA countries.

Outputs

Core Teams of Government Central and Sectoral Planners trained in conducting MDG needs assessments and formulating MDG-based poverty reduction strategies in at least RBA 40 countries.

Capacity of CSOs and private sector enhanced for engaging national authorities effectively in MDG-based planning processes.

Outcome 2. Strengthened capacity within UNDP Africa for providing high-quality policy advisory services and technical support to all RBA countries for conducting needs assessments and formulating MDG-based plans as requested.

Activities:

Setting up and expanding joint support RBA/MP team.

Setting up two MDG-based Planning support teams, one in the Johannesburg RSC and the other in Dakar, respectively, each comprising of 6 Economists at their full capacity.

Further training and re-tooling of RBA Field Economists in MDG-based poverty reduction strategies.

Strengthening of policy advisory services, in conjunction with BDP and UNDP's International Poverty Center in Brazil, particularly in pro-poor policies and programming.

Outputs

Two RBA MDG Support Teams, comprising of at least 4 MDG-based Planning Specialists each established and operating fully from Dakar and Johannesburg respectively with effect from 2007. Collaborative working relationship between the RBA Specialists and BDP experts in the context of MDGSS strengthened.

Outcome 3. Sustained commitment at all levels in African countries, including at the highest political levels to the MDG agenda in Africa through collaboration with AU, ECA and ADB as well as Civil Society Organizations.

Activities:

Two High level meetings jointly organized with AU, ADB and ECA on MDG-based Programming in Africa.

Joint sensitization and advocacy activities with key CSOs in collaboration with UNDP's Regional Service Centers in Johannesburg and Dakar.

Outputs

- Partnerships formed between UNDP and CSOs in MDG advocacy and mainstreaming in national development strategies.

Closer collaborative arrangements established between UNDP, AU, ECA and ADB in support of MDG- based planning processes in RBA countries.

Outcome 4. Robust Knowledge Management and Network system.

Activities:

Setting up of a knowledge management system for MDG-based Programming in Africa.

Hiring of network management experts.

Publications.

Workshops.

Outputs

Systematic process and mechanism for capturing and disseminating experiences and best practices in MDG-based planning among RBA established.

Management Arrangements

The project will be executed through direct execution (DEX) by the Regional Bureau for Africa. The DEX modality is proposed in the light of the strategic nature of the Project and the need for expeditious implementation. Given that not much procurement of goods and services is involved, the value-added by outside executing agencies, including UNOPS will be minimal. Much of the services under the project will be delivered by UNDP MDG support teams at the global, regional and country levels. Adequate capacity and expertise has been created within RBA over the past three years for effective implementation of a few strategic projects through DEX. This includes the project upon which the project under review is being built. Direct supervision of the implementation process of the project will be carried out by the Senior Regional Programme Adviser in charge of Regional Programmes under the overall oversight of the RBA Director. Following the planned relocation of the direct Regional Programme management functions to the Regional Service Centers, in which the RBA's MDG Support Teams will also be based with effect from early 2007, the day-to-day to operational management of the programme's activities

will be carried out from the Regional Service Centers. The Regional Service Centers, in which the RBA MDG Support Teams will be based, will contribute substantively to the delivery of some of the key intended outcomes of the Project.

Monitoring and Evaluation

The project will adhere to UNDP's standard procedures for review, monitoring and evaluation. The annual work plans will be prepared systematically and the Results Framework adjusted, if need be. Quarterly reporting and review of progress in implementation will be carried out, that will buttress annual reviews.

The quarterly and annual reviews and reporting will facilitate results-oriented internal monitoring of the project's implementation performance and financial integrity. A mid-term review of the project's implementation will be carried out by an external evaluation team to assess overall progress towards attainment of the intended outputs and outcomes and make specific recommendations for desired strategic and budgetary re-orientations.

Opportunities and Risks

The project has the potential for the following **opportunities**:
Strengthening the capacities of key national stakeholders and actors in RBA countries (governments, local authorities, civil society, private sector) to articulate and estimate the MDG needs and plan systematically to achieve the MDGs.

Enhanced capacity within RBA for supporting more effectively MDG-based planning processes in the countries.

Identification of resource requirements for scaling up multi-sector strategies for achieving the MDGs.

Identification of specific ways in which UNDP and the UN Country Teams as well as other external partners can provide technical assistance to support countries' efforts at accelerating progress towards MDGs.

Aligning the PRSPs with the MDGs in a coherent, operational and systematic manner.

Contribute to strengthening the platform for implementing the Paris Declaration and Rome Agenda in RBA countries.

The **risks** may include the following:

Challenges in coordination between the government-led working groups, specialized UN agencies, other development partners and UNDP. Measures will be taken to ensure effective coordination and collaboration among all the stakeholders and partners.

Lack of adequate resources to fill the financing gap of the project (the difference between UNDP allocated funds and the total requirements for implementing the project). This risk will be

mitigated by an aggressive resource mobilization effort by RBA, with support from BRSP and BDP. In the event that adequate resources are not mobilized, scaling down the plan for expanding the RBA Team to 12 specialists will be undertaken. Rapid capacity building of the stakeholders at the country level could mitigate this risk as well.

Lack of adequate external support for the estimated resources needed to achieve the MDGs, which may potentially hinder future long term planning processes. This risk will be mitigated through close involvement of external partners in the planning processes and close coordination by UNDP with the IFIs. Measures will also be promoted for enhanced internal resource mobilization and more productive channeling of remittances.

Legal Context

The regional project document shall be the instrument referred to as such in Article 1, Paragraph 1 of the Standard Basic Assistance Agreement between UNDP and the Governments of the participating countries that have signed the Agreement.

ANNEX 1 – RESULTS AND RESOURCES FRAMEWORK

Objective: To contribute to accelerating progress towards MDGs in RBA countries through strengthening the capacity of the countries for preparing, implementing and monitoring MDG based national poverty reduction strategies.

Intended Outcome 1:

Enhanced capacity within at least 40 RBA countries for undertaking sectoral MDG needs assessments, identification of requisite macroeconomic policies and institutional strengthening mechanisms for scaling-up progress towards MDGs, formulation and implementation of MDG-based poverty reduction strategies, including PRSPs.

Outcome Indicator:

- Capacities of Central and Sector Ministry officials and other national stakeholders, notably CSOs, strengthened for formulating and implementing MDG based national poverty reduction strategies, including PRSPs.

Applicable MYFF Strategic Area of Support: 1.2

Intended Outputs	Output Indicators	Activities	Inputs
<ul style="list-style-type: none"> • Core Teams of Government Central and Sectoral Planners trained in conducting MDG needs assessments and formulating MDG-based poverty reduction strategies in at least RBA 40 countries. • Capacity of CSOs and private sector enhanced for engaging national authorities effectively in MDG-based planning processes. 	<ul style="list-style-type: none"> • Government Planners in at least 40 RBA countries progressively carry out MDG-based planning processes independently with minimal support from UNDP and other partner teams. • CSOs and private sector participating effectively in formulation of MDG-based development strategies. 	<ul style="list-style-type: none"> • In country MDG-based planning training/capacity reinforcement activities in 40 RBA country. • Fielding of RBA support teams to at least 35 countries. • Broad Consultative processes for formulation of MDG-based PRSPs in at least 40 RBA countries. 	<ul style="list-style-type: none"> • Support from MDGSS teams • Consultants • Workshops • Advisory services • Mission costs <p>UNDP: US\$ 1.3 million Others: (To be mobilized) US\$ 0.826 million</p>
•	•	•	•

Intended Outcome 2:			
Strengthened capacity within UNDP Africa for providing high quality policy advisory services and technical support to national teams for conducting sectoral needs assessments analysis of wider macroeconomic policy options in support of MDGs, capacity assessments and formulating MDG-based plans.			
Outcome Indicators:			
<ul style="list-style-type: none"> • Full – fledged and operating RBA support teams for MDG-based Planning Processes initially set up in New York and subsequently transferred to RSCs. • Enhanced capacity of RBA Field Economists for reinforcing national level MDG-based Planning processes in 45 countries enhanced. • Consistencies between macro-economic policy frameworks and increased requirements for poverty-reducing public investments achieved. 			
Applicable MYFF Strategic Area of Support			
Intended Outputs	Output Indicators	Activities	Inputs
<ul style="list-style-type: none"> • Two RBA MDG Support Teams, comprising of at least 4 MDG-based Planning Specialists each established and operating fully from Dakar and Johannesburg respectively after the initial 8 month period in New York. • Collaborative working relationship between the RBA Specialists and BDP experts in the context of MDGSS strengthened. 	<ul style="list-style-type: none"> • Technical and policy advisory services in the area of building coherence between MDGs and PRSPs provided to both Governmental and non-Governmental Sectors. • MDGSS implemented effectively in at least the ten RBA priority countries identified in the context of MDGSS. 	<ul style="list-style-type: none"> • Setting up of expanded RBA MDG-based Planning Support teams initially in New York and then installed after twelve months in Dakar and Johannesburg. • Joint implementation of MDGSS activities by RBA MDG Specialists and BDP Staff in at least the 10 priority RBA countries. 	<ul style="list-style-type: none"> • Remuneration of the RBA Team members. • Consultancies • Mission costs. • Mission costs • Consultancies • Technical assistance. <p>UNDP : US\$ 2.200 million Others US\$ 0.8200 million</p>

Intended Outcome 3:			
Sustained Commitment at all levels in RBA countries to the MDG Agenda through Collaboration and Partnership with AU, ECA, ADB and CSOs.			
Outcome Indicators:			
<ul style="list-style-type: none"> • Sustained commitment by political leaders to accelerating progress towards MDGs in RBA countries. • Continued active participation of all national stakeholders, including CSOs and private sector, in MDG-based planning processes and advocacy. • Sustained partnership between UNDP, AU, ECA and ADB in support of scaling-up efforts at achieving MDGs in RBA countries. 			
Applicable MYFF Strategic Area of Support			
Intended Outputs	Output Indicators	Activities	Inputs
<ul style="list-style-type: none"> • Partnership between UNDP and CSOs in MDG advocacy and mainstreaming in national development strategies. • Partnership between UNDP, AU, ECA and ADB in support of MDGs-based planning processes. 	<ul style="list-style-type: none"> • Sustained commitment to accelerating progress towards MDG by RBA country authorities. • Effective advocacy and sensitization to the MDG Agenda by CSOs. • Contribution to MDG-based Planning processes by CSOs. • Coordinated and substantive support by UNDP, AU, ECA and ADB to MDG-based planning processes in all RBA countries. 	<ul style="list-style-type: none"> • High level consultations with national authorities on progress towards MDGs and consensus building on course correction measures. • Sensitization and advocacy activities by CSOs. • Participation of CSOs in needs assessments and formulation of MDG-based PRSPs. • Bi-annual consultations between UNDP, AU, ECA 	<ul style="list-style-type: none"> • Consultations and partnerships with governments. • Resource persons for facilitating consultative meetings. • Sensitization workshops. • Travel and DSAs. • International and national consultancies. • Two high level meetings between UNDP, AU, ECA and ADB with national stakeholders. • UNDP : US\$ 0.5 million

		and ADB in MDG Scaling-up.	• Others : US \$ 0.5 million
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Intended Outcome 4:

Knowledge Management System for MDG-based Planning Processes in RBA countries established and fully operational.

Outcome Indicator:

Generation, codification and dissemination of knowledge experiences and best practices from the implementation of MDG-based planning processes in RBA countries initiated and sustained.

Applicable MYFF Strategic Area of Support

Intended Outputs	Output Indicators	Activities	Inputs
<ul style="list-style-type: none"> Systematic process and mechanism for capturing and disseminating experiences and best practices in MDG-based planning among RBA countries. 	<ul style="list-style-type: none"> Documentation and dissemination of experiences and best practices from the formulation and implementation of MDG-based planning process in the 45 RBA countries. 	<ul style="list-style-type: none"> Setting up of a knowledge management and exchange systems. Publications. Workshops 	<ul style="list-style-type: none"> Advisory services for knowledge management systems. International and national consultancies. DSAs and travel costs. UNDP US\$ 0.3 million. Others US\$ 0.5 million