



United Nations Development Programme

Project Document

Project Title	International Policy Centre for Inclusive Growth (IPC-IG)
Expected SP Outcome(s):	1.1 MDG-based national development strategies promote growth and employment, and reduce economic, gender and social inequalities; 2.5 Macroeconomic Policies, debt-sustainability frameworks, and public financing strategies promote inclusive growth and are consistent with achieving the MDGs.
Expected Output(s):	Knowledge products; innovations in policy options and institutions for development; capacity development; and South-South Cooperation
Executing Entity:	United Nations Development Programme (BDP Poverty Practice)
Implementing Agencies:	United Nations Development Programme (BDP Poverty Practice)

Brief Description

The International Policy Centre for Inclusive Growth (IPC-IG), a joint venture between the Government of Brazil (GoB) and UNDP, is a global institution dedicated to: 1) policy and institutional innovations and alternatives in areas of inclusive growth, poverty, inequality and social inclusion; 2) technological innovations; and 3) south-south collaboration on policy experiences and southern solutions to development challenges. As a thematic centre of UNDP's Bureau for Development Policy (BDP) and a part of the Poverty Practice, over the period 2008-2011, the Centre will contribute to UNDP's Strategic Plan (2008-2011) and the Fourth Global Programme (2009-2011), through applied and policy research; knowledge creation and dissemination through codification; learning and exchange of good development policy practices; forming a global community of experts and institutions; and capacity development.

Programme Period:	2009-2011
SP Key Result Area	Poverty Reduction & MDG Achievement
Atlas Award ID:	00051146
Start date:	January 1, 2009
End Date	December 31, 2011
PAC Meeting Date	October 30, 2008
Mgmt. Arrangements	UNDP DIM

Total resources required	\$ 7,200,000
Total allocated resources (2009)	\$ 1,000,000
o Regular (GCF IV)	\$ 1,000,000
o Other (PTTF)	
o Other Donors	
Unfunded budget:	\$ 6,200,000
[GCF IV allocation is expected to continue at same rate for 2010-11 and GoB contribution is expected at USD 1.2 million per year (2009-11).	

Agreed by (UNDP):

Olav Kjørven, Assistant Administrator, UNDP & Director, BDP


Shigeo Yamamoto 20/11/08

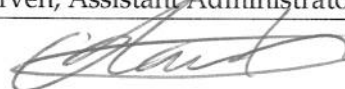
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SITUATION ANALYSIS

Through the [Millennium Declaration](#) and the [Millennium Development Goals](#) (MDGs) the world is addressing the many dimensions of human development. Many countries are designing their own national poverty eradication strategies to achieve the MDGs. UNDP advocates for these nationally-owned solutions and helps to make them effective through ensuring a greater voice for poor people, expanding access to productive assets and economic opportunities, and linking poverty reduction programmes with international economic and financial policies. UNDP contributes to efforts at reforming trade, debt relief and investment arrangements to better support national poverty reduction and make globalisation work for the poor.

The achievement of the MDGs requires that developing countries enhance their capacity to design and implement nationally owned policies and strategies. This has prompted UNDP to engage in strengthening the ability of countries to adequately measure, analyse and monitor poverty-related strategies. As part of UNDP's effort to work towards fulfilling its mission, the International Poverty Centre (IPC) was created in Brasilia, Brazil. The Centre, a joint initiative of the Government of Brazil and UNDP, was one of the three thematic centres that UNDP's Bureau for Development Policy (BDP) has – the other two being the Governance Centre in Oslo, Norway and a Drylands Development Centre in Nairobi, Kenya. The Government of Brazil supported the IPC through in kind resources (secondment of researchers and provision of office space).

IPC has been highly successful in establishing itself as a centre of excellence, drawing attention and visibility and commanding intellectual respect. Its research programmes focused on: cash transfers and social protection; South-South cooperation: Brazil and Africa on social protection; gender equality; economic policies, MDGs and poverty; macroeconomic policies to combat HIV/AIDS; and the state of the world economy. IPC has carried out applied research and disseminated the results within and outside UNDP. The number and frequency of its publications increased significantly. Overall, IPC dramatically improved its international outreach. For the 6 months of 2008, the total downloads of IPC's publications reached 135,000 up from 100,000 for 2007. This statistic alone verifies the extent of IPC's global outreach. Part of this success is the content of IPC's publications and the concerted effort to expand its outreach.

UNDP's Strategic Plan 2008-2011 articulates the corporate requirement to bring timely and effective substantive and technical services to the country offices through strengthened practice architecture at the global, regional, and country level. The Strategic Plan (2008-2011) also focuses on inclusive growth as a major instrument for overcoming poverty and inequality. The UNDP Practice Architecture serves as a framework for better organizing UNDP to provide consistent policy advisory services, more relevant and substantive policy knowledge, better linking of policy, programming and capacity development. The value of the practice architecture lies in its comprehensive structure to solidify UNDP and its staff into a global team that ensures coherence, consistency, alignment and quality assurance in the way UNDP delivers service internally and to development partners and programme countries.

The Bureau for Development Policy (BDP) has the responsibility of articulating UNDP's global development policy, using evidence gathered through country applications, regional experiences and global interactions. BDP has a key role to play in helping country offices to accelerate human development by supporting them in the design and implementation of programmes and projects that effectively contribute to the national-level policies and results. Driven by demand, and working through the Regional Bureaux and the RSCs, BDP provides the global tools, analysis and capacities that country offices need to make a real difference in UNDP's practice areas. The Poverty Practice contributes substantively to global debates and dialogues through knowledge products. Its core

services to support national efforts to reduce poverty and inequities involve: policy advice and technical support; strengthening capacity of institutions and individuals; advocacy, communications, and public information; promoting and brokering dialogue; and knowledge networking and sharing of good practices. The Practice also serves as a platform for intra-regional and inter-regional dissemination of knowledge.

With the emergence of new actors on the global economic horizon – BRICS (Brazil, Russia, India, China and South Africa), South-South cooperation is gaining increasing importance. The proposed International Policy Centre for Inclusive Growth (IPC-IG), a joint initiative between the Government of Brazil and UNDP will be a global institution, housed in Brasilia and will draw on the outstanding work to date of the IPC. The IPC-IG will focus on cutting-edge analytical and policy research, economic and social policy alternatives, South-South collaboration, particularly in the context of BRICS on southern development solutions and policy experiences in inclusive growth, social inclusion, technology, policy and institutional innovations. The IPC-IG will also be a platform for facilitating substantive training in thematic and analytical areas and will also contribute to developing a community of practice (COP). It will be a hub linking poverty expertise globally and bringing knowledge services closer to UNDP partners around the developing world. It will leverage its resources to contribute to UNDP's global network of policy specialists.

STRATEGY

The strategy of the proposed project will cover the thematic areas of its work, partnerships and resource mobilization issues.

THEMATIC ISSUES

INCLUSIVE GROWTH

Inclusive growth is both an outcome and a process. On the one hand, it ensures that everyone can participate in the growth process, both in terms of decision-making for organizing the growth process as well as in participating in growth itself. On the other hand, it makes sure that everyone shares equitably the benefits of growth. In that sense, it represents an equation with two sides: participation and benefit-sharing. Participation without benefit-sharing will make growth drudgery and sharing benefits without participation will make it a welfare outcome. Participation and equity are two building blocks of inclusive growth.

Inclusive growth is pro-poor, with poverty being defined in a multi-dimensional way. In this context, it ensures that the income growth rate of the bottom quintile is faster than any other quintile; poor people have more access to both basic social services and productive resources and they also are protected during times of economic and non-economic shocks and vulnerabilities.

The following issues are critical for inclusive growth – that people participate in decision-making, organization and generation of growth; that the growth process is generated in sectors where the poor and disadvantaged are concentrated; that forward and backward linkages take place; highly-productive labor-intensive technologies and strategies result from the growth process; and there is productive and remunerative employment generation.

There is no doubt that over time, the world has made impressive progress in areas of poverty reduction. Between 1990 and 2004, the incidence of extreme poverty in the developing world has declined from 32% to 19%; child mortality rate declined from 106 to 83 per one thousand live births; and net primary enrolment increased from 80% to 88% and proportion of people using improved

sanitation rose from 35% to 50%. From 2001 to 2007, the number of people newly HIV-infected declined from 3.0 to 2.7 million.

Yet some of the poverty gains in recent times have been reversed. Because of food crisis, more than 105 million people will be impoverished again. An additional 50 million people will be in hunger. More than 260 million people are affected by climate changes. Countries in Africa (e.g. Botswana and Zambia) have lost 13 years in life expectancy because of HIV/AIDS. Thus the need for inclusive growth can hardly be overemphasized.

SOCIAL INCLUSION

We live in a world, where the backlog of poverty persists. Nearly 2.6 billion people live on less than two dollar a day. More than 850 million people go on hungry every day, more than 800 million people are illiterate and more than a billion without safe water. About 40 million people are living with HIV/AIDS. Every year, more than 1.6 million women and girls die from indoor pollution and 1.2 million trafficked for prostitution. Needless to say, these people are excluded for the growth process – they are neither the participants nor the beneficiaries.

We also live in a world which is highly unequal. Richest 10% owns about 85% and the bottom 50% about 1% of global assets. In Latin America, the income share of the top quintile is 23 times more than the bottom quintile. Of the 854 million illiterate adults, two-thirds are women and women constitute less than 15% of all national legislators. Thus inequality operates on various planes and reinforces poverty and exclusion.

Social exclusion has thus become a critical development challenge of our time. People are systematically excluded from the development process because of their sex, ethnicity, race, colour, socio-economic status, location and so on. On the one hand, they have serious implications for human rights of various groups, but at the same time, it severely limits the economic potentials of any society. Exclusion works at different levels and often are mutually reinforcing. Exclusion also takes various forms in different societies – developed and developing.

It is thus imperative that the work of IPC-IG should focus on the issue of social inclusion. The work can cover development of innovative tools and methodologies for assessing exclusion, and undertake assessments and come up with policy options.

SOCIAL PROTECTION

Even with inclusive growth, there will be groups of people in any society who will not be able to participate in the growth process and benefit from it. These groups include elderly people, people with disabilities, people with sickness, single mothers and so on. There have to be social safety nets to protect these people and to ensure that they at least have the minimum basic needs.

The work on social protection can be an extension of the work on social inclusion. IPC-IG can build on the solid work that IPC has done in areas of conditional cash transfers including targeting, design, replicability and sustainability.

TECHNOLOGICAL INNOVATION

Given the growing importance of learning, adaptation and innovation in facilitating diversification, potentially enhancing economic sustainability and developing new types of linkages between informal/labour-intensive and formal sectors of the economy, the new information and communication technologies (ICTs) are growing in importance and propelling technology policies to move beyond technology upgrading, transfer and appropriation. The South in particular has

begun to point to new development/business models, service delivery mechanisms and innovation processes in this area.

The thrust of the IPC-IG's work in this area can be on identifying and articulating a set of meso-level policies that both respond to the changed global policy environment and can help to strengthen capacities to facilitate diversification, enhanced service delivery, and innovation to more effectively respond to the challenges posed by increased global integration, technological change, and economic restructuring amongst other things. An added feature in the current context that may be addressed is the increased informalization as well as de-industrialization that are taking place in a number of different development contexts.

One particular area of focus can be on ICT and its linkages and contributions to inclusive growth, particularly in areas of employment, social inclusion and social protection. In this context, innovative approaches undertaken by countries like India and lessons learned can be of immense value to the rest of the developing world. The Centre can be an effective platform for sharing and dissemination of policy experiences and also to link the networks of innovators, policy-makers and implementers.

INSTITUTIONAL INNOVATIONS

Institutions are key ingredients for successful implementation of any policy matrix and achieving expected results. Thus for inclusive growth, social inclusion, social protection and technological innovations, the institutional set-up can either be a constraining or a facilitating factor. In all these cases, it is absolutely necessary to go beyond traditional thinking and find out-of-box solutions.

It would thus mean institutional innovations as well. In this context, various social experiments have been taking place in different parts of the world. IPC-IG's work can draw from them and can also contribute to it. In this context, it will be useful to have a strong linkage with the Oslo Governance Centre.

SOUTH-SOUTH COLLABORATION

In the present global development context, the issue of South-South cooperation has become a vital issue, not only because of the emergence of such Southern powers as Brazil, China, India and South Africa, but also because the South is coming up with development policy innovations and alternatives, different policy experiences and institutional innovations in areas of inclusive growth, social inclusion, social protection and technological innovations. In most cases, there are rich policy experiences from the South and also an array of Southern solutions. Social experiments in many development areas are also emerging.

In this context, South-South collaboration is a major emphasis in UNDP's corporate priorities. UNDP's Strategic Plan (2008-2011) stresses it, the Global Programme takes strong note of it and UNDP has also developed a South-South Strategy. In addition, the Special Unit on South-South Cooperation is also undertaking critical initiatives. Furthermore, Brazil has always been a leader in the area of South-South cooperation.

IPC-IG shall also build on the impressive work that IPC has done in the area of South-South cooperation bringing in Brazil and South Africa. It can concentrate on Southern policy experiences, experiments and solutions, technological and institutional innovations in areas of inclusive growth, social inclusion and social protection. In this context, the involvement of BRICS is a must. The Centre can also play a major role in creating a community of practice (COP) through establishing linkages with major academic, research and policy institutions from the South.

PARTNERSHIP ARRANGEMENTS

- The IPC-IG, a global institution, represents a major joint initiative between the Government of Brazil and UNDP. The partnership reflects the following:
 - In terms of financial contributions, there will be a 50:50 arrangement. It has been agreed that during the period 2008-2011, UNDP will contribute \$1 million from Global Programme Government of Brazil will allocate \$1.2 million per annum for the Centre through UNDP. In addition, UNDP shall endeavor to mobilize US\$ 600,000 through other contributions.
 - UNDP's contribution will be used for salaries of the Director, two other international researches and the local staff for the operational, publication and knowledge management teams. The contribution from the Government of Brazil will be used for programmatic purposes.
 - The Government of Brazil will also provide the space for the centre, cover the condominium tax (if applicable) and other operational costs
 - The Government of Brazil may also consider making in-kind contributions (e.g. seconding researchers) to the Centre.
 - Both the Government of Brazil and UNDP will be equally represented in the Advisory Board and its decision-making process (*see section on Management Arrangement below*).
- In addition, IPC-IG will build substantive partnerships with such institutions as the Oslo Governance Centre, International Poverty Reduction Centre, China, the Special Unit for South-South Cooperation and other academic, policy, research and training institutions from all over the world, particularly from the South.
- IPC-IG will also develop strong partnerships with other actors – prospective donors, civil society organizations and private sector.

RESOURCE MOBILIZATION

Apart from core resources mentioned above, UNDP will also try to mobilize resources from the Special Unit for South-South Cooperation. The Poverty Practice will also consider mobilizing resources through the Poverty Thematic Trust Fund (TTF) and other Trust Funds (e.g. the ICT TTF).

IPC-IG will also consider mobilizing resources through collaboration with various bilateral and multilateral donors. Based on past IPC-DFID and IPC-SIDA collaboration, IPC-IG will explore such possibilities.

ACTIVITIES

Consistent with UNDP's Global Programme, the IPC-IG will support inclusive growth, social inclusion and social protection, technological and institutional innovation, capacity development, knowledge management and south-south cooperation in all its activities, projects and programmes. IPC-IG activities can be grouped into 6 categories:

- **Research:** While defining core topics and responding to demands, priority will be given to analytical research, policy research in terms of innovations and alternatives, policy experience codification in areas of inclusive growth, social exclusion and social protection, technological and institutional innovation and South-South cooperation. Gender issues are mainstreamed into all research topics (currently the IPC has a specific research programme on gender economic autonomy and time use). Regionally, priority will be given to Africa, Asia and Latin America.
- **Training:** IPC-IG will be a platform for facilitating training in substantive areas. It will elaborate training modules and conduct training courses under various modalities, particularly on impact evaluation. This activity will draw upon the previous work of IPC in this area.
- **Dissemination:** In addition to contributions to UNDP knowledge networks, IPC-IG will disseminate knowledge through its web site, and its ranging from provocative One Pagers to research oriented Working Papers. IPC-IG will also actively organise conferences and workshops to disseminate and develop capacity in various areas related to its research areas.
- **Study Tours and Research Fellowships:** these activities represent one of the IPC-IG's efforts to build South-South dialogue and are aligned with UNDP's capacity development priorities. The target audience include government officials from developing countries and representatives of UNDP Country Offices, Regional Centres and other units. These activities are expected to grow.
- **Network building:** IPC-IG will develop strong networks with academic, policy and research institutions, both from the developed and the developing world, to create a Community of Practice (COP). In this context, it will develop partnerships with institutions from the South. Building on the IPC's work, IPC-IG will continue the online directory of institutions representing 27 countries in Latin America and the Caribbean and 38 countries in sub-Saharan Africa. This directory will be updated and expanded on a permanent basis to include other parts of the world. Available to a global audience, this directory contributes to South-South Cooperation and knowledge sharing among researchers and policy makers in the field of poverty reduction and development. The Directory's coverage of Asia and Europe is underway.
- **Statistical Database:** The IPC-IG, drawing on IPC's work, will build up a global database for country case studies and comparative analysis. The database includes Household Income and Expenditure Surveys; Labour Force Surveys; Censuses; Health, Education and Demographic Surveys; and other specific surveys and data sets. IPC-IG will also establish links with the databases of other academic, policy and research institutions to enlarge its database – a critical element for research.

The IPC-IG will seek to develop strong synergies with relevant work being carried by the Poverty Group with a view to delivering on the relevant Strategic Plan 2008-11 development outcomes and maximizing the impact of both their contributions. For example, the IPC-IG's comprehensive applied research can contribute to policy development and enhance the quality of advisory services provided by the group; in other instances more ground can be covered by both through a productive complementary division of labour. There will be mutual outreach and consultation when possible in the preparation of work-plans and planned publications. The IPC-IG can also serve as a venue for publication of relevant knowledge products and capacity development in collaboration with other parts of BDP and the regional bureaux.

RESULTS AND RESOURCES FRAMEWORK

Assumption on resources: Is anticipated that the Project will have assured resources UNDP's GCF IV (@ \$1,000,000 per year) and Government of Brazil has in principle agreed to contribute USD 1.2 million per annum. Thus, the annual budget of the Centre shall be USD 2.2 million. Active resource mobilization (at least \$600,000) is expected to finance additional activities and increased focus. Should additional resources become available; the Centre will also require more Policy Staff to be recruited using those additional resources.

Intended Outcome as stated in the Global Programme Results and Resources Framework:

1.1 MDG-based national development strategies promote growth and employment, and reduce economic, gender and social inequalities

1.7 Policies, strategies and partnerships established to promote public-private sector collaboration and private-sector and market development that benefits the poor and ensures that low-income households and small enterprises have access to a broad range of financial and legal services

Outcome indicators as stated in the Global Programme Results and Resources Framework, including baseline and targets:

The expected outcomes are:

- Knowledge: to enhance understanding of analytical and policy issues related to inclusive growth, social inclusion, social protection, technological innovations, institutional innovations;
- Capacity: to identify innovative policy options for enhancing inclusive growth and social inclusion; and
- South-South cooperation: to facilitate *southern solutions* to development challenges and share southern experiences related to policy and institutional innovations with an emphasis on BRICS (Brazil, Russian, India, China and South Africa)

The expected output indicators are:

- 150 Knowledge Products: research papers, toolkits, data sets both on analytical and policy option issues
- 36 Seminars: to disseminate research findings and facilitate policy dialogues with partners
- 12 Training Workshops: delivered for partners with an emphasis on South-South cooperation
- Study Tours: organised for exchange of Southern development solutions.
- Research Fellowships: organised to disseminate international knowledge.
- Directory of Research Centres and Roster of Experts: those working on similar thematic areas
- Community of Practice: established to interact and exchange knowledge and information as well as advocacy
- Statistical Database: to be used for research and policy advocacy
- Policy Advisory Missions: Face-to-face meetings, presentations and seminars to provide policy advisory services

Applicable Key Result Area (from 2008-11 Strategic Plan):

Poverty Reduction and MDGs Achievement

Partnership Strategy

Collaboration with the Government of Brazil, and UNDP (BDP Practices, Regional Bureaux, the Regional Service Centres and SURFs, UNDP Country Offices). IPC-IG will also build substantive partnership with such institutions as the Oslo Governance Centre, International Poverty Reduction Centre, China, the Special Unit for South-South Cooperation and other academic, policy, research and training institutions from all over the world, particularly from the South.

Project title and ID (ATLAS Award ID): International Policy Centre for Inclusive Growth (00051146)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1. Knowledge</p> <p><u>Baseline:</u> IPC-developed knowledge available on inclusive growth, social inclusion, social protection, technological innovations, institutional innovations</p> <p><u>Indicators:</u> Number of knowledge products</p>	<p>Targets (Jan 2009 to Dec 2011)</p> <ul style="list-style-type: none"> • 20 One Pagers • 10 Working papers • 10 Country Studies • 10 Research briefs • Dissemination seminars 	<ul style="list-style-type: none"> ❖ Carry out research ❖ Write ToRs, request proposals, and identify suitable consultants ❖ Commission studies ❖ Organise seminar ❖ Policy advisory services 	<p>Centre staff and Consultant/s</p>	<ul style="list-style-type: none"> • Centre staff time, travel, and consultancies - amount required \$1,200,000 • Dissemination activities - amount required \$800,000
<p>Output 2. Developed Capacity</p> <p><u>Baseline:</u> IPC-supported capacity on inclusive growth, social inclusion, social protection, technological innovations, institutional innovations</p> <p><u>Indicators:</u> Training workshops, seminars, study tours, fellowships, experience sharing, community of practice</p>	<p>Targets (Jan 2009 to Dec 2011)</p> <ul style="list-style-type: none"> • Capacity development strategy • Training workshops • Seminars • Community of practice • Study tours and fellowships 	<ul style="list-style-type: none"> ❖ Developing capacity development strategy ❖ Organising training workshops, seminars, study tours, fellowships, experience sharing, community of practice 	<p>Centre staff, RBs, RSCs/SURFs, COs, Partners, and Consultants</p>	<ul style="list-style-type: none"> • Centre staff time, travel and consultancies - amount required \$1,200,000 • Organising activities - amount required \$1,400,000
<p>Output 3. South-South cooperation</p> <p><u>Baseline:</u> IPC-run Brazil-Africa cooperation programme, training workshops, seminars, study tours, fellowships</p> <p><u>Indicators:</u> Cooperation projects and programmes, study tours, fellowships</p>	<p>Targets (Jan 2009 to Dec 2011)</p> <ul style="list-style-type: none"> • Cooperation projects and programmes • Networking and partnership building with community of practice 	<ul style="list-style-type: none"> ❖ Identify areas for collaboration ❖ Start-up projects and programmes ❖ Facilitate networking ❖ Establish COP ❖ Organise study tours 	<p>Centre staff, RBs, RSCs/SURFs, COs, Partners, and Consultants</p>	<ul style="list-style-type: none"> • PG staff time, travel and consultancies - amount required \$1,200,000 • Dissemination activities - amount required \$1,400,000
TOTAL (2009-11)				USD 7,200,000

ANNUAL WORK PLAN

Year: 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		2009					Funding Source	Budget Description	Amount
		Q1	Q2	Q3	Q4				
Output 1. Knowledge <u>Baseline:</u> IPC-developed knowledge available on inclusive growth, social inclusion, social protection, technological innovations, institutional innovations <u>Indicators:</u> Number of knowledge products Targets (Jan 2009 to Dec 2011) 20 One Pagers 10 Working papers 10 Country Studies 10 Research briefs Dissemination seminars <u>Related SP outcome:</u> 1.1 and 1.7	Carry out research	X	X	X	X	Centre staff and Consultant/s	Cost Sharing	Programme	\$200,000
	Write ToRs, request proposals, and identify suitable consultants Commission studies	X	X			Centre staff and Consultant/s	Cost Sharing	Programme	\$200,000
	Organise seminars	X	X	X	X	Centre staff and Consultant/s	Cost Sharing	Programme	\$200,000
	Policy advisory services			X	X	Centre staff and Consultant/s	Cost Sharing	Programme	\$100,000

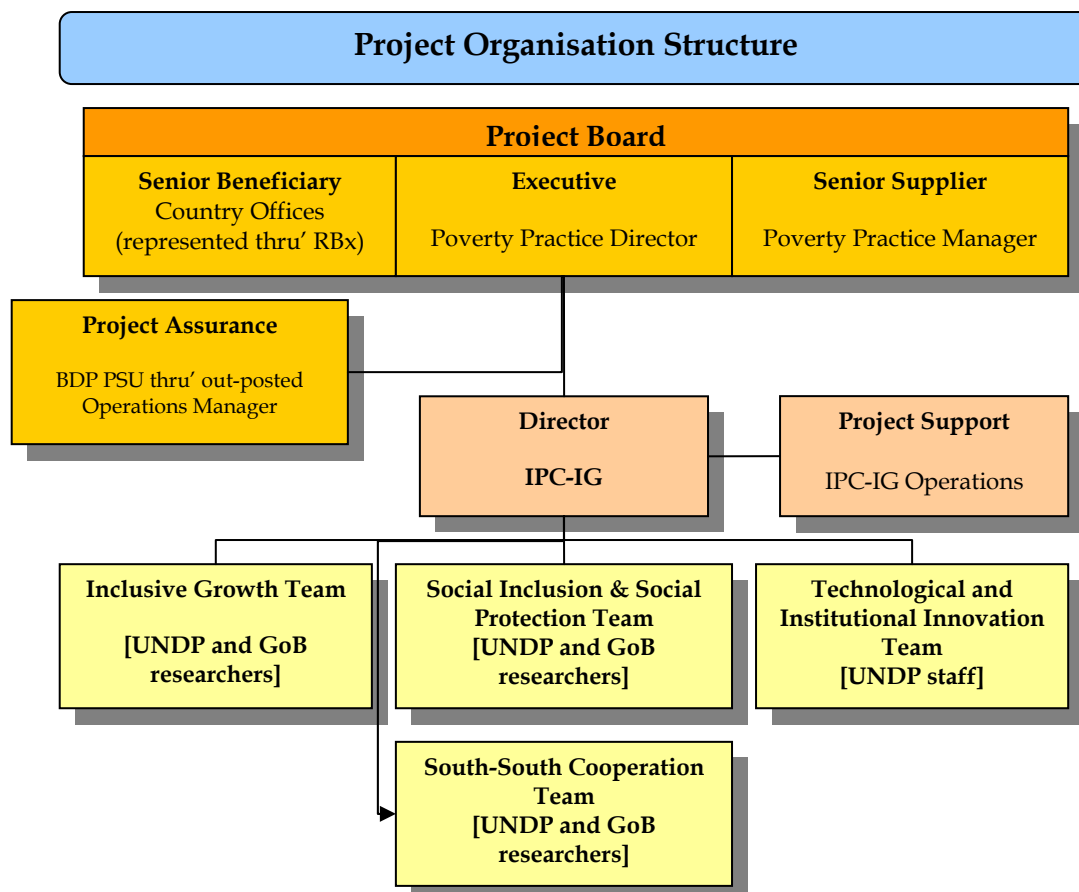
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		2009					Funding Source	Budget Description	Amount
		Q1	Q2	Q3	Q4				
<p>Output 2. Developed Capacity</p> <p><u>Baseline:</u> IPC-supported capacity on inclusive growth, social inclusion, social protection, technological innovations, institutional innovations</p> <p><u>Indicators:</u> Training workshops, seminars, study tours, fellowships, experience sharing, community of practice</p> <p>Targets (Jan 2009 to Dec 2011) Capacity development strategy Training workshops Seminars Community of practice Study tours and fellowships</p> <p><u>Related SP outcome:</u> 1.1 and 1.7</p>	Developing capacity development strategy	X	X			Centre staff, RBs, RSCs/SURFs, COs, Partners, and Consultants	Cost Sharing	Programme	\$200,000
	Organising training workshops, seminars,			X	X	Centre staff, RBs, RSCs/SURFs, COs, Partners, and Consultants	Cost Sharing	Programme	\$200,000
	Study tours, fellowships,		X	X	X	Centre staff, RBs, RSCs/SURFs, COs, Partners, and Consultants	Cost Sharing	Programme	\$200,000
	Establishing community of practice		X	X		Centre staff, RBs, RSCs/SURFs, COs, Partners, and Consultants	Cost Sharing	Programme	\$100,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		2009					Funding Source	Budget Description	Amount
		Q1	Q2	Q3	Q4				
<p>Output 3. South-South cooperation</p> <p><u>Baseline:</u> IPC-run Brazil-Africa cooperation programme, training workshops, seminars, study tours, fellowships</p> <p><u>Indicators:</u> Cooperation projects and programmes, study tours, fellowships, experience sharing,</p> <p>Targets (Jan 2009 to Dec 2011) Cooperation projects and programmes Networking and partnership building with community of practice</p> <p><u>Related SP outcome:</u> 1.1 and 1.7</p>	Identify areas for collaboration	X	X	X	X	Centre staff, RBs, RSCs/SURFs, COs, Partners, and Consultants	Cost Sharing	Programme	\$200,000
	Start-up projects and programmes		X	X		Centre staff, RBs, RSCs/SURFs, COs, Partners, and Consultants	Cost Sharing	Programme	\$400,000
	Facilitate networking, Establish COP	X	X	X	X	Centre staff, RBs, RSCs/SURFs, COs, Partners, and Consultants	Cost Sharing	Programme	\$300,000
	Organise study tours		X	X	X	Centre staff, RBs, RSCs/SURFs, COs, Partners, and Consultants	Cost Sharing	Programme	\$300,000

MANAGEMENT ARRANGEMENTS

PROJECT BOARD

The Management structure of the Project will be fully consistent with the PRINCE 2 methodology and will be directly implemented by UNDP using the DIM modality. The project board overseeing the Project is shown below.



The Director of the IPC-IG shall be accountable for achieving the Project results and the intended outcome. A designated Centre staff member would be given delegation to carryout day-to-day management of the Project.

The UNDP team in the Centre will consist principally of Policy Advisors funded by UNDP resources allocated to the Centre. UNDP shall also finance the Centre's National Operations Staff including those responsible for publication and outreach. When further resources become available, additional professional and support may be hired to ensure enhanced project results. There will be close collaboration with the Poverty Practice Staff based in New York and those based in the Regional Services Centres/SURFs to assist with outreach to CO on substantive programming areas and as a unified venue for publication of knowledge products.

MONITORING FRAMEWORK AND EVALUATION

The Project Board will provide guidance and approve work plans and revisions. In order to ensure UNDP's ultimate accountability, the Board decisions should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Project Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager.

Based on the approved **annual work plan (AWP)**, the Project Board may review and approve annual plans when required and authorizes any major deviation from these agreed plans. It is the authority that signs off the completion of each annual plan as well as authorizes the start of the next annual plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

The Project Board will decide the frequency of meetings but however, shall meet at least twice a year to review and approve activities under the annual work plan and will review the project modifications if needed. The project will produce two semi-annual narrative reports that track progress, difficulties in implementations and areas needing adjustments. The Board will, at its meetings, review both the financial and narrative reports from the project management and project staff support. They will approve all financial modifications beyond 10% of original budget lines as well as changes to the activity plans. There will be an annual project review, midterm and final review by the Board to ensure that the project is on course.

Financial reports and projections will be produced annually to ensure that the project is on course. The financial controls required by UNDP as well as any additional requirements by the respective donors will be complied with. The project shall be audited at the end of the project cycle in compliance with UNDP requirements and regulations. The project shall be evaluated in terms of UNDP's standard procedures and regulations at the end of the project cycle. However, there will be a mid-term internal evaluation of the project to determine whether the project is continued to be consistent with the objectives, budget and the impact. The project will be revised to ensure that the project remains consistent with its original objectives to the extent identified by the mid-term evaluation of its Project Assurance responsibilities.

ADVISORY BOARD

The Centre will have an Advisory Board, co-chaired by the UNDP Administrator and the Minister for Strategic Affairs, Government of Brazil (or their designates), once every year, and shall provide overarching guidance on the directions of the Centre. The Board will consist of the Directors Poverty Practice and Office of Development Studies of UNDP and President of IPEA and Executive Chief of the Secretariat of Strategic Affairs, GoB. The IPC-IG Director will serve as the Secretary of the Advisory Board. The Board may co-opt members from, including but not limited, southern institutions and/or Governments. The advisory board shall also take into account the mid-term internal evaluation, while setting future course of actions.

MONITORING

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

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 section on Risks), 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 in ATLAS 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. 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.

While no specific evaluation is detailed for this Project, it is anticipated that the GCF IV midterm and final evaluation shall cover the activities of this Project including the results validation.

QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT 1: Knowledge Product <i>Knowledge Products</i>		
Activity Result 1 (Atlas Activity ID)		Start Date: 2009 TBD End Date: 2011
Purpose	TBD	
Description		
Quality Criteria	Quality Method <i>Means of verification.</i>	Date of Assessment
1. technical quality	1. peer review feedback on papers	Annual
2. practical usefulness	1. Feedback from COs solicited through networks and workspace	Annual

OUTPUT 2: Capacity Building and Learning		
Activity Result 2 (Atlas Activity ID)		Start Date: 2009 TBD End Date: 2011
Purpose	TBD	
Description		
Quality Criteria	Quality Method	Date of Assessment
1. technical quality	1. peer review feedback on workshops 2. quality of country proposals 3. results evaluation	Upon completion
2. practical usefulness	1. Feedback from COs	Annual

LEGAL CONTEXT

The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project Document, attached hereto and forming an integral part hereof, as the "Project Document".

This project will be executed by the agency (name of agency) ("Executing Agency") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Executing Agency does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, principles of UNDP shall apply.

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.

This project also forms part of an overall programmatic framework under which several separate associated country level activities would be implemented. When assistance and support services are provided from this project to the associated country level activities, this document shall be the "Project Document" instrument referred to in (i) the respective signed SBAs for the specific countries, or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP.

ANNEXES

RISKS

Risk Category	Risk Explanation	Risk Mitigation Measure
Inadequate Resources	The project may not have all the resources required to carry out its activities, provide the services and deliver the outputs	The UNDP and the Government of Brazil have committed to share the costs of the project on a 50/50 contribution basis; and additional resources shall be mobilized through cost-sharing agreements or Poverty TTF.
Shortfalls in service delivery	Consultants may fail to produce outputs on time and with the quality required; and The Demand for the services of the project may be deficient	The monitoring mechanisms are built to follow up the work of consultants; and Effective outreach strategy will ensure the dissemination of the activities of the project
Weak coordination with national and international partners	The partners may feel that the project activities and services compete with their services	The project services and outputs will sufficiently be differentiated with the aim of complementing the work of parents rather than competing with the services provided by them
Cooperation challenges with regional bureaux, centres and country offices	The services provided by the project may not be given high priority in the programmes and projects of regional bureaux, centres and country offices	UNDP-wide consultations will ensure involvement of regional bureaux, centres and country offices. In addition, the Centre's close linkage with BDP and Poverty Practice will ensure organizational dynamics are adjusted.
Unpredicted changes in the institutional arrangement of partners	The partnership with the various bodies within the Government of Brazil may change	The legal framework and formal institutional agreements will ensure long-term partnerships

SPECIAL CLAUSES

- In terms of financial contributions, there will be a 50:50 arrangement. It has been agreed that during the period 2009-2011, UNDP will contribute in US\$1 million (and mobilize US\$ 600,000 through other contributions) and Government of Brazil will also contribute \$1.2 million to IPC-IG.
- The UNDP contribution will be used for salaries of the Director, two other international researches and the local staff for the operational, publication and knowledge management teams. The contribution from the Government of Brazil will be used for programmatic purposes and for the operational cost of the Center.
- The Government of Brazil will also provide the space for the centre, cover the condominium tax (if applicable) and other operational cost of the Center
- The Government of Brazil may also consider to make in-kind contributions (e.g. seconding researchers) to the Centre
- UNDP shall receive and administer the payments 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 endeavours 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 is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced 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.
- 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."
- In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged standard general management support (GMS) charges, based on the type of agreement signed with GoB. [Efforts will be made to obtain a waiver of this GMS from UNDP management].

TERMS OF REFERENCE OF DIRECTOR IPC-IG)



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Post Information

Post Title: **Director, International Policy Centre for Inclusive Growth (IPC-IG)**

Post Number:

Organizational Unit: **BDP/PG**

Supervisor/ Grade: **Director, Poverty Practice (ICS14)**

Post Status: **Non-Rotational**

Source of Funding: **GP IV through IPC-IG Project**

Current Grade: **ICS13 (L6)**

Proposed Grade:

Approved Grade:

Post Classified by:

Classification Approved by:

II. Organizational Context

Through the [Millennium Declaration](#) and the [Millennium Development Goals](#) the world is addressing the many dimensions of human development, including halving by 2015 the proportion of people living in extreme poverty. Developing countries are working to create their own national poverty eradication strategies based on local needs and priorities. UNDP advocates for these nationally-owned solutions and helps to make them effective through ensuring a greater voice for poor people, expanding access to productive assets and economic opportunities, and linking poverty programmes with countries' international economic and financial policies. At the same time, UNDP contributes to efforts at reforming trade, debt relief and investment arrangements to better support national poverty reduction and make globalisation work for poor people.

UNDP's Strategic Plan 2008-2011 articulates the corporate requirement to bring timely and effective substantive and technical services to the country offices through strengthened practice architecture at the global, regional, and country level. The UNDP Practice Architecture serves as a framework for better organizing UNDP to provide consistent policy advisory services, more relevant and substantive policy knowledge, better linking of policy and programming and capacity development. The value of the practice architecture lies in its comprehensive structure to solidify UNDP and its staff into a global team that ensures coherence, consistency, alignment and quality assurance in the way UNDP delivers service internally and to development partners and programme countries.

The Bureau for Development Policy (BDP) is responsible for articulating UNDP's global development policy, using evidence gathered through country applications, regional experiences and global interactions. BDP has a key role to play in helping country offices to accelerate human development by supporting the country offices in the design and implementation of programmes and projects that effectively contribute to the national-level policies and results. Driven by demand, and working through the Regional Bureaux and the RSC, BDP provides the global tools, analysis and capacities that country offices need to make a real difference in UNDP's practice areas. In this context, BDP has three thematic centres or centres of excellence – one on poverty in Brasilia (in collaboration with the Government of Brazil), one on governance in Oslo (in collaboration with the Government on Norway); and a dry land centre in Nairobi.

Practice Context

The core services of the Poverty Practice are structured around three thematic clusters: Inclusive Development, Inclusive Globalization, and MDG Support to countries. In addition, UNDP's work was reinforced by the International Poverty Centre, a joint project between UNDP and the Brazilian Government that promotes South-South Cooperation on applied poverty research, and by its network of over 166 country offices. The services of the Practice also benefits from its Community of Practitioners.

The Poverty Practice contributes substantively to global debates and dialogues through knowledge products. Its core services to support national efforts to reduce poverty and inequities involve: (1) Policy advice and technical support; (2) Strengthening capacity of institutions and individuals (3) Advocacy, communications, and public information; (4) Promoting and brokering dialogue; and (5) Knowledge networking and sharing of good practices. The Practice also provides as a platform for intra-regional and inter-regional dissemination of knowledge.

In the context of the UNDP Strategic Plan (2008-2011), its focus on inclusive growth as a major instrument for overcoming poverty and inequality, the Bureau context of having thematic centres or centres of excellence and the Practice Context of analytical and policy research, knowledge products and knowledge dissemination, south-south partnership in areas of inclusive growth, poverty and inequality as well as cross-practice work on institutions and governance, the International Policy Centre for Inclusive Growth (IPC-IG), a joint initiative between the Government of Brazil and UNDP will be an global institution, set-up in Brasilia, focusing on institutional innovations towards inclusive growth, cutting-edge analytical and policy research, economic and social policy alternatives, south-south collaboration, particularly in the context of BRICS (Brazil, Russia, India, China and South-Africa) on southern development solutions and policy experiences in such areas as inclusive growth, social inclusion, technology and institutional innovations. The ICIG will also be a platform for facilitating substantive training in thematic and analytical areas and will also contribute to developing a community of practice (COP).

III. Functions / Key Results Expected

Within the above-mentioned overall vision, the Director of IPC-IG, will lead the Centre in terms of providing strategic leadership and vision to it – both substantively and operationally, implement the work plan of the Centre including the management of assigned staff resources, and effective use of resources and timely delivery of outputs. He/She will provide intellectual and managerial leadership in developing and implementing the Centre’s work plan; will contribute to the Centre’s research, training and knowledge generation activities; will make sure that the IPC-IG contributes to global knowledge and capacity development, and will ensure the provision of highest caliber policy advice and the integration of latest thinking and practice in the field of inclusive growth, social inclusion, technology and institutional innovation.

The Director will substantively lead the Centre in south-south collaboration, particularly in the context of BRICS (Brazil, Russia, India, China and South-Africa) on southern development solutions and policy experiences. He/she will be responsible for developing structured links with top-class research institutes and think tanks that provide knowledge and expertise for UNDP and its partners globally.

The Director will collaborate with his colleagues and counterparts in the Government of Brazil, its specific institutions and work closely with Cluster Leaders in the Poverty Practice and other colleagues both in New York and other Regional Service Centres. He/she will work in a cross-practice and cutting way with close interaction with the Governance Practice, the Capacity Development Group, the Gender Team and the Special Unit on South-South Cooperation. The Director will be a member of the Project Board of the IPC-IG.

Duties and Responsibilities

Reporting to the Director of the Poverty Practice, UNDP, New York, the IPC-IG Director will have the following specific responsibilities:

Substantive Leadership:

- Provide substantive and intellectual leadership to the IPC-IG in carrying out cutting-edge analytical and policy research, economic and social policy alternatives, innovations and training;
- Be on top of research and policy developments in the areas of inclusive growth, social inclusion, technological and institutional innovation;
- Lead intellectually the work on IPC-IG on issues of south-south cooperation, particularly in the context of BRICS, on exchanges of policy experiences and southern solutions to development challenges and make the Centre as a platform for knowledge dissemination in this area;

- Identify global opportunities and translate them into concrete research and capacity development initiatives for development practitioners working on reducing poverty and inequality;
- Ensure the quality of outputs and services delivered by the IPC-IG is maintained at high standard;
- Provide substantive guidance, lessons learned and information to corporate projects and programmes at the global and regional levels to improve their design and impact;
- Represent IPC-IG and provide substantive inputs at international forums to help shape global and regional development strategies, policies, norms and standards;
- Ensure that the Centre contributes to the Poverty Practice's work plan and UNDP's delivery on its Strategic Plan 2008-2011.

Coordination and Partnership Building:

- Manage the relationship between IPC-IG and the partners from the Government of Brazil with regard to the preparation of joint work plans, their financial and human resource contributions, and other issues that may arise;
- Work with the IPC-IG partners globally to identify and forge formal links with governments, world-class policy think-tanks, and research centres for promoting South-South Cooperation;
- Interact closely with other UNDP Thematic Centres or Centres of Excellence
- Promote the development of a community of practice (COP) at the international level and catalyze and connect to global experiences;
- Contribute to strategic partnerships, where appropriate, with U.N. organizations and other non-UN organizations, including NGOs and civil society institutions working in areas of inclusive growth, social inclusion, technological and institutional innovation

Management:

- Develop, in consultation with partners and clients, comprehensive annual work plans for the IPC-IG and monitor their implementation;
- Ensure timely and efficient delivery of the activities contained in IPC-IG's work plan;
- Allocate responsibilities to the IPC-IG staff, supervise their work, and evaluate their annual performance;
- Further develop IPC-IG's outreach strategy to ensure its products and service reach the partners and clients;
- Mobilize resources as well as maintain and strengthen external partnerships behind UNDP/IPC-IG initiatives and ensure the utilization of financial resources mobilized and allocated for IPC-IG;
- Ensure the outputs of IPC-IG's projects and programmes are delivered;
- Participate in the IPC-IG Project Board meetings;
- Prepare annual reports on the activities and results of the IPC-IG for the senior management of UNDP and the Project Board;
- Ensure that IPC-IG's operations and management are line with UNDP's rules and regulations.

Advocacy

- Lead the advocacy and public relations work for IPC-IG at the highest level and contribute to the Poverty Practice advocacy;
- Represent IPC-IG, Poverty Practice and UNDP at appropriate fora
- Contribute to the communication strategy of the Poverty Practice and liaise with the BDP Directorate, the Communication Office and others

Knowledge Management (KM):

- Generate knowledge, synthesize global best practices and lessons learnt to shape IPC-IG's global strategies;
- Lead global KM sharing events and support the corporate KM agenda;
- Support the development and utilization of KM strategies and tools;
- Link KM to business processes;
- Promote UN wide Knowledge Management Strategies.

IV. Impact of Results

Ultimately the work in the areas mentioned in section III will have the long-term impact of contributing to substantive work and policy options in various areas of inclusive growth, social inclusion, technological and institutional innovation. It will have particular impact on UNDP's south-south strategy. All these will help UNDP in delivering better in terms of policy advisory services at the country-level and achieve the intended results of the Strategic Plan. It will also help consolidating the alliances with various partners, particularly the Government of Brazil. It will also contribute to a strengthening of cross-practice cooperation and help building a COP. In nutshell, it will make UNDP as a credible actor in the area of inclusive development.

V. Competencies

Functional:

- Strong analytical and advocacy skills in development policy and research;
- Proven track record and high level technical competency in his/her area of expertise;
- Proven management skills;
- Professional and/or academic experience in development theory, practice and policy;
- Research and publications record on poverty and inequality reduction policies;
- Strong knowledge of UN global policies, treaties, processes and frameworks;
- Capacity to interact with senior officials and credibly influence senior decision makers;
- Strong analytical, negotiation and communication skills.

Leadership:

- Demonstrated ability to think strategically and to provide leadership;
- Proven ability to manage IPC-IG's partnership with Brazilian and global partners;
- Strong decision-making skills with proven track record of mature judgments ;
- Superior communication and interpersonal skills;
- Ability to conceptualize and convey strategic visions.

Managing Relationships:

- Well developed people and organizational management skills;
- Strong ability to manage teams; creating an enabling environment, mentoring and developing staff;
- Excellent negotiating and networking skills;
- Experience in partnership building with research institutions, international organizations, development agencies and government partners;
- Strong resource mobilization skills and accountability for management of large volume of financial resources.

Judgment/Decision-Making:

- Mature judgment and initiative;
- Independent judgment and discretion in handling major policy issues and challenges;
- Diplomacy and tact to achieve results.

Knowledge Management and Learning:

- Ability to strongly promote and build knowledge products;
- Promote knowledge management and a learning environment within and outside of IPC-IG;
- Seek and apply knowledge, information and best practices from within and outside of IPC-IG.

VI. Recruitment Qualifications		
Education:	A Doctoral Degree in Economics, preferably in Development Economics, or extensive compensating experience in applied research	
Experience:	Approximately 15 years of experience, including direct experience in inclusive growth research and advisory services	
Language Requirements:	Fluent and proficient in English, with fluency in at least one other UN language strongly desirable.	
VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Director of Bureau		
Name / Title	Signature	Date