



United Nations
Office for South-South Cooperation

Project Document

Project Title	UNOSSC Strategic Framework Development Effectiveness (Umbrella) Project
UNDP Strategic Plan Outputs:	<i>Output 7.5</i> SS&T partnerships established and/or strengthened for development solutions. <i>Output 7.7</i> Mechanisms in place to generate and share knowledge about development solutions.
Expected UNOSSC Strategic Framework Outcomes:	<i>Outcome 1:</i> Strengthened multilateral SS&T policy-making processes advance Southern perspectives, development agenda and approaches in major intergovernmental and inter-agency processes and enhance the coherence and coordination of UN support to SS&T cooperation. <i>Outcome 2:</i> Institutional capacities of Member States, UN system organizations and other partners to effectively initiate, manage, coordinate and implement SS&T cooperation are enhanced. <i>Outcome 3:</i> Innovative South-South, triangular and public-private partnerships and funding modalities marshal financial and in-kind resources that support the scaling up of the development impact of Southern solutions in meeting the internationally agreed development goals.
Expected Project Output:	UNOSSC effectively implements its Strategic Framework 2014-2017, meeting its target results.
Implementing Agency:	UNDP/UNOSSC

Brief Description

This Umbrella project supports the overall implementation of the UNOSSC Strategic Framework 2014-2017. It enables UNOSSC to be well positioned to deliver on its mandate by supporting key partnerships and events, developing studies and specialized knowledge products, meeting temporary and/or functional capacity gaps, and connecting capacities towards collaborative activities. As a broad-scope umbrella project, it also fosters the development of initiatives strategic for the advancement of UNOSSC's agenda, and the corollary outreach to build new partnerships. In addition, it provides for overseeing and enhancing the quality of UNOSSC programmes, and for the implementation of transition strategies.

This project is implemented by UNDP/UNOSSC following the Direct Implementation (DIM) modality, in line with the DIM approval granted by the UNDP Associate Administrator on 21 January 2016. UNOSSC implementation is complemented by Bureau of Management Services execution following an agreed matrix of responsibilities.

Programme Period:	2014-2017
Atlas Award ID:	
Start date:	March 2016
End Date:	December 2017
PAC Meeting Date:	1-4 March 2016
Management Arrangements:	UNOSSC DIM
Total resources required:	\$940,000
Total allocated resources:	\$940,000
• Regular (04700):	\$940,000
• Other:	\$0

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I. SITUATION ANALYSIS

The UNOSSC Strategic Framework 2014-2017 clearly establishes the context in which it was designed and approved. It affirms that remarkable economic changes over the past decade have resulted in greater demand for and intensified commitment to South-South and triangular partnerships and solutions at the national, regional and global levels. This surge comes on the heels of a number of international trends reflected in shifting socioeconomic patterns, such as the rise of a Southern middle class (most notably in emerging economies), changing patterns of trade and financial accumulation, an increased number of regional and interregional agreements, the proliferation of free-trade agreements, continental unions and commercial business. The surge is also a response to new transnational challenges to development resulting from rapid, uneven globalization DP/CF/SSC/5 3 and the 2008-2009 global financial crisis, which has compromised the financial capacity of the North.

In recent years, the backdrop in which the UNOSSC Strategic Framework 2014-2017 was conceived has remained relevant. Indeed, patterns described therein have been intensified by increasing global and South-South political, commercial and technological linkages; as well as uneven progress and set-backs across countries and groupings of the South. The continued surge in the economic, social and political influence of a number of Southern countries has been accompanied by the rapid deterioration of the price of commodities, with detrimental impact in the economic and political realities of others. In parallel, the heightening of conflicts, notably in Syria has devastated millions of people across the South, and has yielded the largest refugee crisis since the world wars – putting to the test not only Northern commitments, but also South-South solidarities.

This increasingly integrated yet imbalanced scenario requires new and strengthened partnerships, to work better together, capitalize on existing Southern capacities, and support institutional and network development that yield inclusive benefits across the South. This situation has prompted Member States to reiterate their calls for strengthened United Nations system-wide and thematic support to South-South and triangular cooperation and greater coordination, inclusivity, equity, transparency and accountability.

II. STRATEGY

This umbrella project will offer several UNOSSC initiatives an overarching multi-sectoral mechanism to facilitate the implementation of the UNOSSC Strategic Framework 2014-2017. It will serve as a flexible and dynamic operational tool to engage partners, advance *ad hoc* activities, and implement operational transitions. This umbrella project will also facilitate responses to capacity gaps, through the engagement of short-term or functional expertise, sourcing of advisory and knowledge products, and by bringing capacities together for collaboration. In addition, it will support institutional development and strengthening of institutional networks. Furthermore, it will provide an incubation path for rapid start-up of initiatives through an economic and low operational burden framework, so to assess their potential before their development or roll-out.

For financial, operational, and management purposes, this umbrella project is structured to supports the 3 overarching goals of the UNOSSC Strategic Framework 2014-2017 through distinct outputs. In addition, it support transitions through output 4 that will be closed upon fulfilment of its objectives.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcomes: UNOSSC Strategic Framework 2014-2017 Outcomes 1, 2 and 3.</p> <p>Partnership Strategy: Direct Implementation through a PSU at UNOSSC and BMS implementation services.</p> <p>Project title and ID: UNOSSC Strategic Framework Development Effectiveness Project (Umbrella).</p>			
INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: UNOSSC Strategic Framework 2014-2017 Outcome 1 (Policy and Governmental Processes) is effectively implemented, through operations that enable UNOSSC to meet its target results</p> <p>Output 2: UNOSSC Strategic Framework 2014-2017 Outcome 2 (Knowledge Sharing, Showcasing and Transferring) is effectively implemented, through operations that enable UNOSSC to meet its target results</p> <p>Output 3: UNOSSC Strategic Framework 2014-2017 Outcome 3 (Multi-partner initiatives and funds) is effectively implemented, through operations that enable UNOSSC to meet its target results</p> <p>For Outputs 1 to 3: Baseline: A UNDP Executive Board-approved UNOSSC Strategic Framework 2014-2017, with stated outputs and targets. Targets: - UNOSSC attains all target results under its Strategic Framework 2014-2017; - UNOSSC results based management and quality assurance activities yield demonstrable development impact of UNOSSC-facilitated activities. - Full and timely compliance with UNGA requests, including</p>	<p>1. UNOSSC is well positioned to implement its Strategic Framework</p> <ul style="list-style-type: none"> ▪ Cover functional or occasional human resources gaps through short-term contracts; ▪ Facilitate secondments, JPOs or other types of collaboration with UNOSSC. <p>2. Strategic Initiatives and partnerships within UNOSSC's mandate are developed</p> <ul style="list-style-type: none"> ▪ Travel to represent UNOSSC at key events and build and cultivate strategic partnerships; ▪ Support and co-organize events strategic to advance UNOSSC's agenda; ▪ Produce UNOSSC informational and promotional materials; ▪ Contract advisory services, knowledge products and other inputs for innovative or multi-partner initiatives. <p>3. UNOSSC builds and strengthens networks among Southern institutions for enhanced SSC intelligence and action</p> <ul style="list-style-type: none"> ▪ Awards grants to Southern institutions for partnerships, including research, conferences, joint activities and initiatives. <p>4. The quality of UNOSSC's programme is assured</p> <ul style="list-style-type: none"> ▪ Monitor and evaluate UNOSSC activities; 	<p>UNOSSC/UNDP</p> <p>UNOSSC/UNDP</p> <p>UNOSSC/UNDP</p>	<p>\$0</p> <p>\$0</p> <p>\$0</p>

<p>full alignment with mandates entrusted to UNOSSC, as well as UNDP Programme and Operations Policies and Procedures, and UNDP corporate requirements applicable to UNOSSC.</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - UNDP Executive Board and UNGA HLC/SSC satisfactory review of UNOSSC Strategic Framework Outcome 1 delivery; - Satisfactory evaluation and audit of UNOSSC (circa 2019). 	<ul style="list-style-type: none"> ▪ Conduct risk assessments and proactively manages risks; ▪ Contract inputs for quality programming and implementation, including advisory services and technical competencies. 	
<p>Output 4: The business continuity of UNOSSC activities in support of its Strategic Framework is assured</p> <p><i>Baseline:</i> 69% of UNOSSC staff and consultants contracts are managed by UNOPS.</p> <p><i>Targets:</i></p> <ul style="list-style-type: none"> - UNOSSC functions under the Strategic Framework 2014-2017 are implemented by UNDP by 2017; with only limited exceptions for projects/contracts with a compelling rationale for UNOPS implementation. - Business continuity is assured throughout the transition. <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Number of UNOSSC contracts implemented by UNOPS in 2017 without a compelling rationale for UNOPS implementation; - Number of days a UNOSSC function relevant to the implementation of the Strategic Framework 2014-2017, is vacant due to the transition in implementing agency. 	<p>1. Effective, time-bound and budgeted transition of staff holding UNOPS contracts to UNDP management</p> <ul style="list-style-type: none"> ▪ Transition UNOSSC staff contracts at UNOPS to UNDP management; ▪ Conclude transition of contracts to UNDP; transfer contracts to applicable/respective UNOSSC projects* and close this output 4. <p>2. Effective, time-bound and budgeted transition of contractors holding UNOPS contracts to UNDP management</p> <ul style="list-style-type: none"> ▪ Transition UNOSSC consultants contracts at UNOPS to UNDP management; ▪ Conclude transition of contracts to UNDP; transfer contracts to applicable/respective UNOSSC projects* and close this output 4. <p>3. Costed management of transition</p> <ul style="list-style-type: none"> ▪ Support management and operational costs. 	<p>UNDP/UNDP</p> <p>\$940,000</p>

* Or new outputs of this project, as UNOSSC projects are consolidated into a smaller number.

IV. ANNUAL WORK PLAN

Year: 2016

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
Output 1: UNOSSC Strategic Framework 2014-2017 Outcome 1 (Policy and Governmental Processes) is effectively implemented, through operations that enable UNOSSC to meet all target results.	<p>1. UNOSSC is well positioned to implement its Strategic Framework</p> <ul style="list-style-type: none"> ▪ Short-term contracts; ▪ Secondments, JPOs or other; 		X	X	X	UNDP/ UNOSSC & BMS	UNDP (04700)	International Consultants Local Consultants Contractual Svc-Co Travel BMS/F&A	\$0
Output 2: UNOSSC Strategic Framework 2014-2017 Outcome 2 (Knowledge Sharing, Showcasing and Transferring) is effectively implemented, through operations that enable UNOSSC to meet all target results.	<p>2. Strategic Initiatives and partnerships within UNOSSC's mandate are developed</p> <ul style="list-style-type: none"> ▪ Travel; ▪ Strategic events; ▪ Promotional materials; ▪ Contracts; 		X	X	X	UNDP/ UNOSSC & BMS	UNDP (04700)	International Consultants Local Consultants Contractual Svc-Co Travel Audio-visual materials BMS/F&A	\$0
Output 3: UNOSSC Strategic Framework 2014-2017 Outcome 3 (Multi-partner initiatives and funds) is effectively implemented, through operations that enable UNOSSC to meet all target results.	<p>3. UNOSSC builds and strengthens networks among Southern institutions for enhanced SSC intelligence and action</p> <ul style="list-style-type: none"> ▪ Grants to Southern institutions; ▪ Facilitation of South-South networks 		X	X	X	UNDP/ UNOSSC & BMS	UNDP (04700)	Grants Local Consultants Contractual Svc-Co Travel BMS/F&A	\$0
Output 4: UNOSSC Strategic Framework 2014-2017 Outcome 4 (Operational Effectiveness) is effectively implemented, through operations that enable UNOSSC to meet all target results.	<p>4. The quality of UNOSSC's programme is assured</p> <ul style="list-style-type: none"> ▪ Monitor and evaluate; ▪ Risk assessments and management; ▪ Advisory services and technical competencies. 		X	X	X	UNDP/ UNOSSC & BMS	UNDP (04700)	International Consultants Local Consultants Contractual Svc-Co Travel BMS/F&A	\$0

EXPECTED OUTPUTS	PLANNED ACTIVITIES				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
	Q1	Q2	Q3	Q4			Budget Description	Amount
Output 4: The business continuity of UNOSSC activities in support of its Strategic Framework is assured.	1. Effective, time-bound and budgeted transition of staff holding UNOPS contracts to UNDP management	X	X	X	UNDP/ UNOSSC & BMS	UNDP (04700)	IP Staff BMS/F&A	\$490,000
	▪ Transition UNOSSC staff contracts at UNOPS to UNDP management;							
	▪ Conclude transition and close this output.							
	2. Effective, time-bound and budgeted transition of contractors holding UNOPS contracts to UNDP management	X	X	X	UNDP/ UNOSSC & BMS	UNDP (04700)	International Consultants Local Consultants BMS/F&A	\$350,000
	▪ Transition UNOSSC consultants contracts at UNOPS to UNDP management;							
	▪ Conclude transition and close this output.							
	3. Costed management of transition	X	X	X	UNDP/ UNOSSC & BMS	UNDP (04700)	Office Space BMS Direct Costing	\$100,000
	▪ Support management and operational costs.							

V. MANAGEMENT ARRANGEMENTS

This project will be implemented by UNDP/UNOSSC through the Direct Implementation (DIM) modality. This modality is in line with the approval granted by the Associate Administrator of UNDP, last extended on 21 January 2016, for UNOSSC to Directly Implement the programme under its Strategic Framework. It also seeks cost-effective implementation of UNOSSC operations, and follows audit recommendations on this regard. Implementation will be supported by UNDP Bureau for Management Services, following an agreed matrix of responsibilities.

Project management activities should actively seek to engage and utilise capacities from the South, as well as to strive for gender-balance and inclusiveness, and to minimize their environmental impact -- in particularly by encouraging the use of video-conferencing instead of travel where possible.

The project will fall under the oversight of a Board for UNOSSC programmes. This Board will be established in 2016, as part of a UNOSSC-wide exercise. This Board's review will include this project a minimum of once per calendar year.

VI. MONITORING FRAMEWORK AND EVALUATION

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

- On an annual 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 will be kept by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be regularly updated by reviewing the external environment that may affect the project implementation.
- A project Lesson-learned log shall developed 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 track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the 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 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.

In addition, to monitoring this Umbrella project in support of the implementation of the Strategic Framework 2014-2017, it is worth noting that the activities implemented under the framework will

be subject to the review and assessment of the biennial sessions of the High-level Committee on South-South Cooperation. The annual reports of the Secretary-General on the state of South-South cooperation submitted to the General Assembly will appraise United Nations system-wide support for South-South and triangular cooperation.

Quality Management for Project Activity Results

OUTPUT 1: UNOSSC Strategic Framework 2014-2017 Outcome 1 is effectively implemented, through operations that enable UNOSSC to meet its target results.		
Activity Result (Atlas Activity ID)	<ol style="list-style-type: none"> 1. <i>Capacities to deliver</i> 2. <i>Operations for partnerships</i> 3. <i>South-South grants</i> 4. <i>SF Programme quality assurance</i> 	Start Date: 1 April 2016 End Date: 31 Dec 2017
Purpose	<i>Serve as an umbrella initiative that enables a broad range of small to medium-scale activities and operations towards the implementation of Outcome 1 of the UNOSSC Strategic Framework.</i>	
Description	<i>Engage short-term contractors and/or personnel; facilitate secondments and other forms of staffing/collaboration; travel; co-organize events; produce UNOSSC communication materials; award grants to Southern institutions; contract to quality assure.</i>	
Quality Criteria	Quality Method	Date of Assessment
Evaluation against consultants/ providers deliverables as stated in their TORs	Supervisor's evaluation of consultants/ providers work	Upon contract completion or renewal
Assessment of substantive content of events against i) outcome 1 of Strategic Framework and ii) participants feedback	Internal or partner reports and reviews	Upon completion of events or at time of mid-term review
Review of accomplishments of South-south partnerships and networks	Partnership review reports	At least once a year

OUTPUT 2: UNOSSC Strategic Framework 2014-2017 Outcome 2 is effectively implemented, through operations that enable UNOSSC to meet its target results.		
Activity Result (Atlas Activity ID)	<ol style="list-style-type: none"> 1. <i>Capacities to deliver</i> 2. <i>Operations for partnerships</i> 3. <i>South-South grants</i> 4. <i>SF Programme quality assurance</i> 	Start Date: 1 April 2016 End Date: 31 Dec 2017
Purpose	<i>Serve as an umbrella initiative that enables a broad range of small to medium-scale activities and operations towards the implementation of Outcome 2 of the UNOSSC Strategic Framework.</i>	
Description	<i>Engage short-term contractors and/or personnel; facilitate secondments and other forms of staffing/collaboration; travel; co-organize events; produce UNOSSC communication materials; award grants to Southern institutions; contract to quality assure.</i>	
Quality Criteria	Quality Method	Date of Assessment
Evaluation against consultants/ providers deliverables as stated in their TORs	Supervisor's evaluation of consultants/ providers work	Upon contract completion or renewal
Assessment of substantive content of events against i) outcome 1 of Strategic Framework and ii) participants feedback	Internal or partner reports and reviews	Upon completion of events or at time of mid-term review
Review of accomplishments of South-south partnerships and networks	Partnership review reports	At least once a year

OUTPUT 3: UNOSSC Strategic Framework 2014-2017 Outcome 3 is effectively implemented, through

operations that enable UNOSSC to meet its target results.		
Activity Result (Atlas Activity ID)	<ol style="list-style-type: none"> 1. Capacities to deliver 2. Operations for partnerships 3. South-South grants 4. SF Programme quality assurance 	Start Date: 1 April 2016 End Date: 31 Dec 2017
Purpose	Serve as an umbrella initiative that enables a broad range of small to medium-scale activities and operations towards the implementation of Outcome 3 of the UNOSSC Strategic Framework.	
Description	Engage short-term contractors and/or personnel; facilitate secondments and other forms of staffing/collaboration; travel; co-organize events; produce UNOSSC communication materials; award grants to Southern institutions; contract to quality assure.	
Quality Criteria	Quality Method	Date of Assessment
Evaluation against consultants/ providers deliverables as stated in their TORs	Supervisor's evaluation of consultants/ providers work	Upon contract completion or renewal
Assessment of substantive content of events against i) outcome 1 of Strategic Framework and ii) participants feedback	Internal or partner reports and reviews	Upon completion of events or at time of mid-term review
Review of accomplishments of South-south partnerships and networks	Partnership review reports	At least once a year

OUTPUT 4: The business continuity of UNOSSC activities in support of its Strategic Framework is assured.

Activity Result (Atlas Activity ID)	<ol style="list-style-type: none"> 1. Transition of staff contracts 2. Transition of consultant contracts 3. Costed management of transition 	Start Date: 1 April 2016 End Date: 31 Dec 2017
Purpose	Business continuity towards effective implementation of the UNOSSC Strategic Framework.	
Description	UNOSSC implements its programmed activities without gaps through the transition to UNDP management of staff and consultant contracts currently at UNOPS	
Quality Criteria	Quality Method	Date of Assessment
Business continuity and service delivery.	Number of days a UNOSSC function is vacant due to the transition in implementing agency.	31 December 2016

VII. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will 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 SBAA's 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, attached hereto and forming an integral part hereof

This project will be executed by the agency (name of agency) ("Implementing Partner") 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 Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner 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 Implementing Partner'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 Implementing Partner 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/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

