

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Regional Programme Results and Resource Framework:

Gender equality and empowerment of women (including their participation in peace negotiations and post crisis construction) and implementation of the Gender Action Plan

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

Indicators

1. Women's access to credit (commercial and micro-credit) (SP 4)
2. Proportion of women to men in Parliament (SP 2).
3. Proportion of women subjected to physical or sexual abuse in the last 12 months (SP4).
4. Proportion of decision making positions in peace building processes which are occupied by women (SP4)

Baselines

1. Four countries – Kenya, Ethiopia, Uganda, Ghana
2. 80% of countries in Sub Saharan Africa yet to reach 30 %
3. No harmonized data collection system exists
4. Women participated in 6 peace processes out of 15 (40%)

Targets 2017

1. Fifteen countries
2. 40% of countries to reach 30%
3. 1 sub – regional harmonized data collection system adopted
4. 70% of peace processes include women

Applicable Key Result Area (from 2014-2017 Strategic Plan): Outcome 4 Faster progress is achieved in reducing gender inequality and promoting women's empowerment

Partnership Strategy

This regional gender project builds on past and on-going gender equality and women empowerment interventions within the RBA and those supported by other UN agencies in particular UNWOMEN IFIs, and other development partners. The project will be closely implemented in collaboration with the AU/JNDP project Enabling Environment for Women's Political and Economic Empowerment in Africa which supports the AUC Commission. Recognizing that some of the outputs of this project overlap with other outcomes and outputs under the RPD, there will be internal partnerships and synergies to ensure joint implementation for the related activities. Furthermore, the project will collaborate with RECs, regional and sub-regional civil society organizations, political parties and national, sub-regional and regional parliaments, local government, gender machineries, think tanks, business and professional associations.

Project title and ID (ATLAS Award ID): Fostering the Inclusive Participation and Effective Contribution of Women in Process of Economic and Political Empowerment

INTENDED OUTPUTS	OUTPUT INDICATORS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 Regional measures accelerated to advance women's political participation and leadership;</p>	<p>1.1 Number of RECs that adopt roadmap to increase the number of women in decision making positions based on dialogue/advocacy/awareness meetings; Baseline 2014-0</p>	<p>Activity Result 1.1.1 <i>Conductive environment in place for WPP acceleration.</i></p> <ul style="list-style-type: none"> ▪ Interactive assessment of legal and institutional barriers to women's political participation, appropriate strategies/best practices and priority policy roadmap; ▪ Gap assessment of existing training, and 	<p>EAC, ECCAS, SADC, ECOWAS and AUC FEMNET UN Women Political Parties AUC – Gender Directorate</p>	<p>International and national consultant(s), capacity and technical support. Travel/DSA: 1,800,000 Translation and printing:</p>

<p>Output 2 Regional measures accelerated to advance women's economic empowerment;</p>	<p>Milestone 2015 – 1 Milestone 2016 - 2 Target 2017 - 3</p> <p>1.2 Number of Regional and Sub regional institutions enabled that support the gender mainstreaming in constitutional and electoral review reforms in their Member States; Baseline 2014-1 (SADC) Milestone 2015 – 1 (SADC) Milestone 2016 - 2 Target 2017 - 3</p> <p>1.3 Number of regional observatories with women's rights tracking standards adopted. Baseline 2014-0 Milestone 2015 – 0 Milestone 2016 - 1 Target 2017 - 2</p>	<p>advocacy programmes for women's effective political participation and transformational leadership:</p> <ul style="list-style-type: none"> ▪ Develop toolkit for institutional capacity development for mainstreaming gender in constitutional and electoral reforms. ▪ Advisory support to advocacy for domestication, monitoring, reporting and accountability for regional and sub-regional instruments (Maputo Protocol, AU Solemn Declaration); <p>Activity Result: 1.1.2 Gender responsiveness and accountability</p> <ul style="list-style-type: none"> ▪ Promote multi-stakeholder dialogue platforms for inclusive debate on gender responsive public and private institutions ▪ Technical advisory services for capacity development in respect of gender responsive planning, budgeting and implementation in UNDP programmes (GES) and documentation of best practices. ▪ Support capacity development of regional gender observatories for gender responsive regional institutional effectiveness monitoring and reporting. <p>Activity Result 2.1.1: Regional agricultural and economic transformation strategies and programs integrate gender perspectives</p> <ul style="list-style-type: none"> ▪ Technical advisory services for integration of gender perspectives in implementation of flagship regional initiatives including NEPAD/CAADP work plans and budgets; ▪ Support women's organisation effective participation in discussion on trans-continental free trade areas including targeted policy briefs on women in regional trade. ▪ Assessments and policy briefs on 	<p>PA RECs, AUC, NEPAD, CSO's Gender Team, COs, RBA,</p>	<p>Workshops Venue, equipment, conference services, translation: 400,000 Communication, IT, advocacy, and dissemination: 200,000 US \$ 2,400,000</p> <p>Regional consultant(s); Travel/DSA Workshops Venue, Equipment US \$ 1,000,000</p>
	<p>2.1 Number of RECs that integrate a gender perspective in the implementation of flagship strategies and programs (e.g. CAADP, Trans Continental Free Trade Areas, PIDA, Innovation/Technology etc. etc); Baseline 2014-0 Milestone 2015 – 0 Milestone 2016 - 1 Target 2017 - 2</p>		<p>UN Women NEPAD ECCAS, EAC, SADC, COMESA, AFARD UNIDEP UNECA AUC</p>	<p>International and national consultant(s), capacity and technical support: Travel/DSA: 1,600,00 Translation and printing: 200,000 Workshops Venue, equipment, conference services, translation: 400,000 Communication, IT,</p>

	<p>women's participation and contribution in the corporate sector (trade, finance, extractives, mining, agribusiness, climate change) to inform advocacy and dialogue between RECs and private sector for enhanced opportunities for women entrepreneurs (including business incubator services)</p>	<p>advocacy, and dissemination: 200,000 US \$ 2,400,000</p>
	<p>Activity Result 3.1.1 Strengthened measures for women's engagement</p> <ul style="list-style-type: none"> ▪ Set up and train a regional roster of women mediators for peace and security ▪ Identify regional champions and organise regional advocacy events for women security and prevention of SGBV ▪ Advisory support to the AUC Peace and Security Programme on GPS – special focus on SGBV prevention dimensions ▪ Commission regional research on resources based conflicts and impact on women and the socio cohesion (land, extractives, and CC) and develop regional follow-up action plans to implement the research findings; ▪ Comparative study on role of women in fragile/post conflict (CAR, South Sudan, Mali and DRC) with recommendations on programming; 	<p>AUC, RECs CSOs <i>Women's platforms for peace and security</i> <i>UN Women</i></p>
<p>2.2 Number of regional assessments and policy briefs on women's participation and contribution in corporate sector (trade, finance, extractives, mining, agribusiness, climate change) used to advocacy and dialogue between RECs and private sector. Baseline 2014-0 Milestone 2015 - 0 Milestone 2016 - 1 Target 2017 - 3</p>	<p>3.1 Number of RECs and other regional organizations with SGBV data collection system harmonized; Baseline 2014-0 Milestone 2015 - 0 Milestone 2016 - 1 Target 2017 - 1</p> <p>3.2 Number of RECs with regional action plans on 1325 implementation Baseline 2014-2 Milestone 2015 - 3 Milestone 2016 - 4 Target 2017 - 5</p>	<p>3.3 Number of RECs and other regional institutions with adopted roadmaps to support MIS to put in place SGBV preventive measures; Baseline 2014-0 Milestone 2015 - 1 Milestone 2016 - 2 Target 2017 - 3</p>
<p>Output 3 Regional systems and measures in place to strengthen women's engagement in peace and security;</p>		<p>International and national consultant(s), capacity and technical support: Travel/DSA: 2,800,000 Translation and printing: 400,000 Workshops Venue, equipment, conference services, translation: 1,200,000 Communication, IT advocacy, and Dissemination: 800,000 US \$ 5,200,000</p>

IV. ANNUAL WORK PLAN (WILL BE DEVELOPED BY JANUARY/2015)

Year: 2015

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
Output 1 Baseline: Indicators: Targets: Related CP outcome:	1. Activity Result -Activity action -Activity action 2. Activity Result -Activity action -Activity action 3. Activity Result -Activity action -Activity action 4. Activity Result -Activity action -Activity action -Activity action							
Output 2 Baseline: Indicators: Targets: Related CP outcome:	1. Activity Result -Activity action -Activity action 2. Activity Result -Activity action -Activity action							
Output 3 Baseline: Indicators: Targets: Related CP outcome:								
TOTAL								

V. MANAGEMENT ARRANGEMENTS



Photo: UNDP Burundi/Aude Rossignol

The regional project documents are derived from the Regional Programme Document (RPD) for Africa 2014-2017. The RPD was prepared under the leadership of the Regional Bureau for Africa (RBA) through a consultative process involving the African Union Commission, Regional Economic Communities, Civil Society Organizations, the Regional Service Centre for Africa and Country Offices.

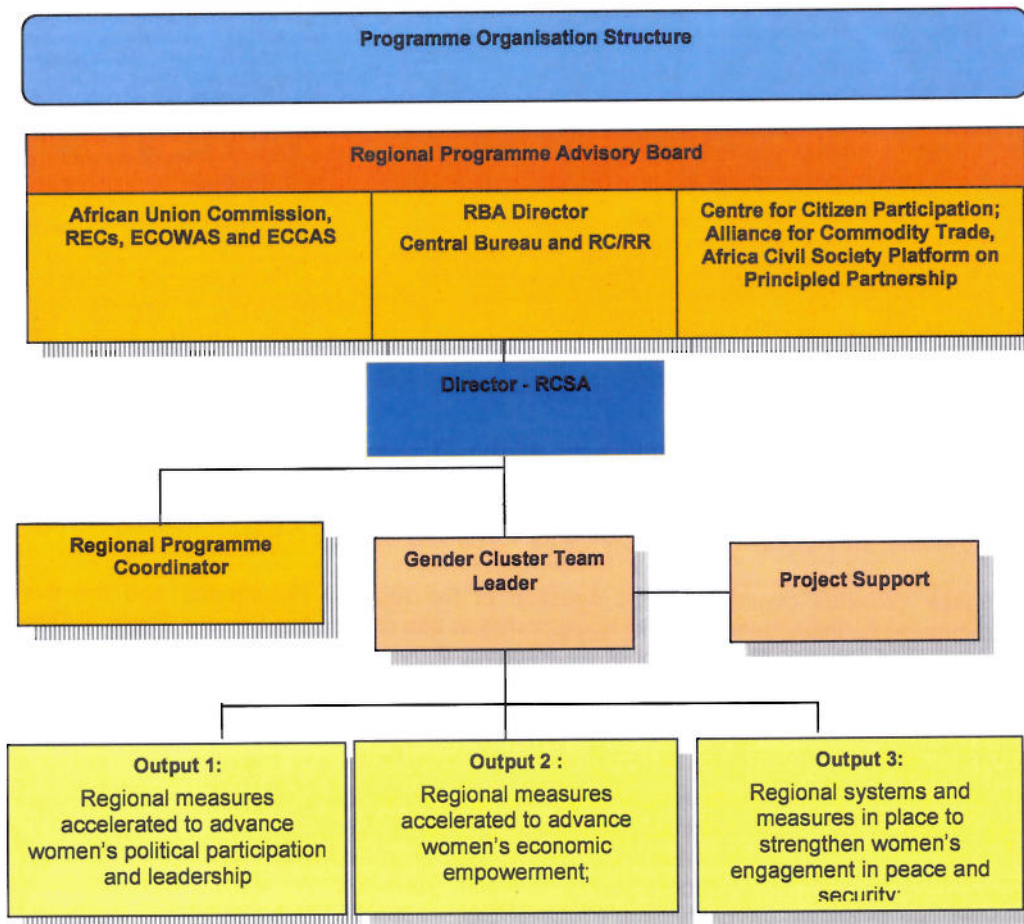
The RBA Director provides overall strategic direction of the regional programme and the five project documents to support its implementation. He is supported in this role by the Deputy Regional Director and assisted by his Special Advisor. The Director of the Regional Service Centre has overall management of the regional programme. The Regional Programme Coordinator is responsible for the day-to-day management of the regional programme and its projects, ensuring clear alignment with the regional and corporate strategy and priorities.

In line with the oversight and accountability frameworks established by UNDP's Executive Board, strategic direction and guidance for the efficient and effective implementation of the RPD 2014 – 2017 has been assigned to the Regional Programme Advisory Board. As recommended by the Quadrennial Comprehensive Policy Review (QCPR), the Advisory Board serves as a vital element of the regional programme's strategic advisory mechanism to deliver on institutional effectiveness, especially the transparency and accountability underpinned by results-based management (RBM) and timely reporting to the relevant UNDP corporate oversight bodies on development results. Consistent with this, while also learning lessons from the last two Regional Programme cycles, the Board is broad-based, drawing from the full range of regional programme stakeholders, among them: the prime inter-governmental regional bodies, the private sector, civil society organizations (CSOs), Donors, UN Agencies and UNDP (Corporate, Regional Service Centre and Country Offices). This participatory approach builds on the consultative process employed during the formulation of RPD 2014-2017.

In ensuring that the development results of the Strategic Plan 2014-2017 are being attained, the overarching responsibility of the Regional Programme Advisory Board is to assist the RBA Regional Director to carry-out his broad oversight responsibilities, especially with regard to the accountability, monitoring and evaluation, strategic forward planning, overall results based management, quality assurance and risk management requirements of the RPD as a whole. The Board will have the following key functions:

- a. Provide strategic advice on current and emerging development issues (economic, political, social) which could be addressed by the Regional Programme to ensure that: (i) policy, programme advisory and capacity development support is responsive to Africa's development aspirations, priorities and emerging challenges, and (ii) the initiatives of the Regional Programme are linked to and draw on those from the Global and Country Programmes, whenever appropriate;
- b. Review past year's annual reports on achievements and challenges and lessons learned and innovations from mid-term reviews/evaluations, and provide strategic advice on corrective actions, future direction, substantive scope and focus of the Regional Programme.

The project management will be led by the RSC Gender Cluster Leader. She will be responsible to achieving the respective project outputs and collectively contribute towards the RPD Outcomes. The Regional Programme accountability framework and business processes that will guide the management of this project envisions a crucial role for RSC support teams in promoting inclusion of *all relevant stakeholders from across RSC Units, as well as the rest of RBA in the HQ*. The effectiveness of these teams depends on an inclusive approach, based on collegiality, openness, and to encourage decision- making by consensus.



VI. MONITORING FRAMEWORK AND EVALUATION



Photo: UN Photo/Isaac Billy

The overall evaluation plan for the Regional Programme Document for Africa (RPD) 2014-2017 which will be implemented through five regional project documents is attached to this project document under Annex 1.

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

Within the Project Cycle:

- On a quarterly basis, a quality assessment by both the RSC Project Management Team (PMT) shall record progress towards the completion of key results, based on quality criteria and methods
- UNDP shall activate and regularly update a Risk, Issue and Monitoring logs (annex 1) to facilitate tracking and resolution of potential problems or requests for change.
- A project lessons-learned log shall be activated and regularly updated by the Project Management Team to ensure on-going learning and adaptation within the project cycle, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

Monitoring and Evaluation Schedule Plan shall be developed by the PMT at the inception phase to facilitate proper, timely and effective monitoring of key milestones. This will seek to track and capture key management and implementation outcomes and changes

Within the annual cycle

- **Quarterly Project Report (QPR):** The PMT will prepare quarterly project reports. As a minimum requirement, the quarterly project report shall consist of the UNDP Atlas standard format and will provide a summary of results achieved against pre-defined annual targets at the output level. Quarterly reports will be submitted on the 15th of the preceding month.
- **Annual Review Report.** The PMT will prepare one integrated annual progress report. As a minimum requirement, the Annual Review Report shall consist of the UNDP standard format for the QPR covering the whole year with updated information for each 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 of the project life, this review will be a final assessment. This review will be driven by the Regional Project Advisory Board. It shall focus on the extent to which progress is being made towards outputs, and that these

remain aligned to the project outcome. The Annual Report shall be completed and submitted to the RAPB UNDP by the end of the 1st month of the following year.

- **Completion of Project:** The regional project will be subject to a final evaluation. The evaluation will seek to assess the delivery of results and achievements based on objectives and outcomes.
- **Final Project Report:** The PMT shall submit the final regional project report within 3 months after the completion or termination of the activities, including a list of non-expendable equipment purchased and all relevant audited or certified financial statements and records related to such activities, as appropriate, pursuant to its Financial Regulations and Rules.
- **Audits:** This project shall be subject to annual audits in terms of the UNDP rules and regulations.

The project will use various monitoring tools to assess progress against stated outputs and key deliverables. These include meetings, internal quarterly progress reports prepared by the Regional Project Manager. The Project Manager shall also prepare annual reports and a final report. Reports shall be shared with all stakeholders. A mid-term evaluation will be conducted by an independent expert. The evaluation report will be discussed by the Regional Advisory Board who on the basis of evaluation results will make adjustments to the project implementation, if necessary. Upon completion of the project an independent evaluator will assess the overall achievements of the project. This will include the assessment of effectiveness and efficiency of the design and implementation of the project, management arrangements, activities and achievements against stated objectives and impact of the project on the AUC, the RECs and identified countries

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: End Date:
Purpose	What is the purpose of the activity?	
Description	Planned actions to produce the activity result.	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

VII. LEGAL CONTEXT

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), 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. To this end, 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 the Implementing Partner's obligations under this Project Document.

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/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document

VIII. ANNEXES:

Annex 1: Evaluation Plan for the RBA Regional Programme 2014-2017

RPD outcome	Strategic Plan results Area	Evaluation title	Partners (joint evaluation)	Evaluation commissioned by (if other than UNDP)	Type of evaluation*	Planned evaluation completion Date	Estimated cost*	Provisional source of funding
OUTCOME EVALUATIONS								
Growth and Development are inclusive and sustainable incorporating productive capacities that employment and livelihoods, especially for the poor and excluded.	SP Outcome #1	Evaluation of RP outcome# 1			Outcome Evaluation	2016 Q2	\$80,000	Regional Programme
Citizen's expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance	SP Outcome #2	Evaluation of RP outcome # 2			Outcome Evaluation	2016 Q2	\$80,000	Regional Programme
Faster progress is achieved in reducing gender inequality and promoting women's empowerment	SP Outcome #4	Evaluation of the RP 4+ 1			Outcome Evaluation	2016 Q2	60,000	Regional Programme

Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate Change.	SP Outcome #5	Evaluation of RP outcome# 3			Outcome Evaluation	2016 Q2	\$80,000	Regional Programme
Development Debates & actions prioritize poverty, inequality, and exclusion with our engagement principles	SP Outcome #7	Evaluation of RP outcome# 4			Outcome Evaluation	2016 Q2	\$80,000	Regional Programme
PROGRAMME EVALUATION								
All Outcomes (1, 2, 3, 4)	SP Outcomes #1,2,5,7	Formative Evaluation of the Regional Cooperation Framework IV			Other	2016 Q1	\$150,000	Regional Programme

Assumptions:

- The Evaluation of Regional Programme by IEO will be completed by Q3/Q4 of 2016 in time to feed into the design of the next RP
- Outcome evaluations of all four Regional Programme Outcomes are planned to feed into this independent evaluation.
- Formative evaluations of the Regional Programme will cover all five Regional Projects and will provide timely information to the managers if the Regional Programme and the constituent projects were conceptualized correctly (will notable modifications be needed for the design to work), capacities are in place, if all projects have synergies and work towards outcomes as intended, and if the programme is likely to deliver results in a timely manner, etc.
- * These are estimated costs. A better estimate of each evaluation will be derived from the cost of such evaluations during the previous cycle – to be provided by the Regional programme management in Addis.

Annex 2: UNDP Lessons Learnt from RPD 2008-2013

Summary of Recommendations from RPD 2008-2013:

- Addressing capacity constraints within UNDP and responsible partners in order to correct programme design and implementation delays
- Better coordination with other regional partners to ensure sustainability for results and support to regional bodies
- Need for long-term strategy for engagement with AUC and RECs including developing sub-regional strategies
- Emphasizing regional public goods and cross-border challenges and continue to leverage UNDP country presence
- Greater attention to the mainstreaming of gender
- Focus on fewer and more strategic programme outcomes
- Documenting good practices
- Better management of the development of knowledge products to ensure impact and visibility on UNDP thought leadership
- Better coherence and coordination of the components of the regional programme

UNDP/RBA Responses to Recommendations:

- Extensive consultative process with partners in the design of the regional projects including with RPD Advisory Board, AUC/RECs/NEPAD/APRM/CSOs
- Preparation of a long term strategy for engagement with AUC and RECs is underway
- Additional outcome to RPD 2014-2017 to address mainstreaming of gender across the projects
- RPD Support project was developed to support robust monitoring and evaluation systems
- Detailed Business Process and Accountability Framework was developed and endorsed by the RBA Director. The Business process minimizes silos and ensures coherence through joint planning, knowledge management systems and mission planning among others things
- More stringent internal review and consultations within UNDP including Exo, BPPS/DIG and CO's.

Annex 3: Regional Programme Risk Mitigation

RISK	MANAGEMENT RESPONSE
<p>Conceptual framework and theory of change may be overtaken by emerging issues in rapidly changing development environment in Africa</p>	<ul style="list-style-type: none"> - The regional programme has a robust evaluation plan and monitoring framework to ensure that the programme/projects remain relevant. - The regional Programme has developed a contingency plan to respond the emerging issues that need a regional response by UNDP.
<p>UNDP investments and support to regional bodies and frameworks are translated into national development plans</p>	<ul style="list-style-type: none"> - UNDP utilize its national presence to domesticate key regional frameworks into national development plans. - Encourage partners in the other sectors to ensure domestication of regional frameworks.
<p>Lack of adequate resources will present a challenge in achieving the results of the regional programme and component project.</p>	<ul style="list-style-type: none"> - UNDP is currently developing a regional programme resource strategy to ensure additional resource are secured for the programme - A sustained and visible communication strategy will be developed for the regional programme in order to attract further partnerships and resource for the RP.
<p>Conceptual framework and theory of change may be overtaken by emerging issues in rapidly changing development environment in Africa</p>	<ul style="list-style-type: none"> - The regional programme has a robust evaluation plan and monitoring framework to ensure that the programme/projects remain relevant. - The regional Programme has developed a contingency plan to respond the emerging issues that need a regional response by UNDP.
<p>UNDP investments and support to regional bodies and frameworks are translated into national development plans</p>	<ul style="list-style-type: none"> - UNDP utilize its national presence to domesticate key regional frameworks into national development plans. - Encourage partners in the other sectors to ensure domestication of regional frameworks.
<p>Lack of adequate resources will present a challenge in achieving the results of the regional programme and component project.</p>	<ul style="list-style-type: none"> - UNDP is currently developing a regional programme resource strategy to ensure additional resource are secured for the programme - A sustained and visible communication strategy will be developed for the regional programme in order to attract further partnerships and resource for the RP.

