

UNITED NATIONS DEVELOPMENT PROGRAMME



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PROJECT DOCUMENT

Regional Project/Regional Bureau for Africa

Project Title: The Regional Project to Support Oversight and Implementation of the Regional Programme Document for Africa (2022-2025)

Project Number: UNDP1/0081886

Implementing Partner: 99999- United Nations Development Programme

Start Date: 1 January 2022

End Date: 31 December 2025

PAC Meeting date: e-PAC review: 6-15 June 2022

Brief Description

Africa is at a critical juncture in its development trajectory. The COVID-19 pandemic has provided evidence of innovative capabilities and solidarity across the continent, but it has also created a need for all stakeholders to focus on supporting the fundamental drivers of Africa's promise while ensuring its resilience to complex and interdependent risk.

The Regional Programme for Africa 2022-25 responds to the regional development context with envisaged results in four priority areas. **Outcome 1 – People.** African citizens (especially women and youth), in a context of reinvigorated social contracts, have a stronger voice and influence in African Union, regional economic communities', and regional mechanisms' policymaking and implementation processes; **Outcome 2 – Prosperity.** African citizens (especially women and youth) benefit from a regionally integrated, structurally transformed, and inclusive economy; **Outcome 3 – Planet.** African citizens (especially women and youth), supported by the African Union and regional economic communities and regional mechanisms, build a resilient Africa; and **Outcome 4 – Peace.** African citizens (especially women and youth), supported by the African Union and regional economic communities and regional mechanisms, achieve measurable progress towards sustainable peace. In doing so, it contributes in turn to the delivery of the UNDP Strategic Plan¹ across its three change directions and six signature solutions. It mirrors its critical enablers with targeted efforts to harness these drivers of transformation for the African continent. It will serve to advance the new UNDP gender equality strategy through its close attention to supporting opportunities and engagement of women, as well as young people.

This Regional Project to Support Oversight of the Regional Programme Document for Africa (2022-2025) umbrella project will enable the effective and efficient oversight and implementation of the regional programme. It will do so by bringing together all resources and investments required for the accountability activities in all stages of the programme planning and management cycle. It will have the following seven specific workstreams: (i) Strategic direction, management of coherence, and integration across the dispersed regional programme delivery model; (ii) Effective oversight, robust accountability framework, quality assurance and risk management; (iii) Innovative practice in knowledge transfer, data and learning; (iv) Effective communications and profile-building; (v) Technical support to regional institutions and coordination mechanisms; (vi) Delivery of flagship projects and innovative research; and (vii) Responsiveness and advisory inputs to emerging crises

¹ UNDP Strategic Plan – (1) Directions of Change: Structural transformation, Leaving no-one behind and Building resilience; (2) Signature Solutions: Poverty and inequality, Governance, resilience, Environment, Energy, Gender equality; (3) Critical Enablers: Digitalization, Strategic innovation and Development financing

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Contributing Outcome (UNDAF/ RPD):

RPD Outcome 1: African citizens (especially women and youth), in a context of reinvigorated social contracts, have a stronger voice and influence in African Union and regional economic communities and regional mechanisms policymaking and implementation processes

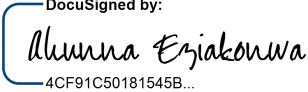
RPD Outcome 4: African citizens (especially women, and youth), supported by the African Union and regional economic communities and regional mechanisms, achieve measurable progress towards sustainable peace.

Indicative Output(s) with gender marker:

GEN2 (Gender equality as a significant objective)

Total resources required:	22,000,000	
Total resources allocated:	UNDP TRAC:	20,000,000
	Donor:	2,000,000
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures):

UNDP	
Name: Ahunna Eziakonwa, Assistant Administrator and Director Regional Bureau for Africa	
<p>DocuSigned by:</p>  <p>4CF91C50181545B...</p>	31-Jul-2022
Date:	

I. DEVELOPMENT CHALLENGE

Africa is at a critical juncture in its development trajectory. The COVID-19 pandemic has provided evidence of innovative capabilities and solidarity across the continent, but it has also created a need for all stakeholders to focus on supporting the fundamental drivers of Africa's promise while ensuring its resilience to complex and interdependent risks.

In recent decades, and despite its heterogeneity, Africa's growing progress has positively shifted its ranking on many development indices – whether concerned with growth, human development, or governance and peace². This has transformed the quality of life for many of its citizens. Global recognition of a new narrative on Africa's promise has steadily expanded, attracting new partnerships.³

Africa's overall economic trajectory has been one of growth, increasing macroeconomic stability, and the steady expansion of the private sector, spurred by policy reforms and infrastructure improvements. From 2010 to 2020, Africa experienced 48 leadership changes through electoral processes, against eight resulting from violence (and a further 33 non-electoral but peaceful).⁴ These figures highlight a widespread push for greater accountability and democracy.

Behind Africa's successes lies a rise in efforts by citizens, social movements, the private sector, and Governments alike seeking to harness Africa's destiny. A vision of regional interdependence projected in the African Union Agenda 2063 and the steadily expanding engagement of the continent's regional economic communities and regional mechanisms have supported and enabled this momentum.

Levers for further transformation are abundant. However, a complex set of challenges and risks are confronting the continent, some of which are intricately bound up in the very drivers of its transformation. Building sustainable peace and preventing further escalation of armed violence stand out as a necessary pre-condition to accelerating development. Governance challenges persist, with overall progress stalling since 2019.⁵ Growth has been uneven and characterized by widening inequalities whereby youth and women continue to be excluded in ways that compromise their rights and are detrimental to development outcomes. These features of the development landscape have been sharpened by the consequences of the COVID-19 pandemic.

The African Union Agenda 2063: The Africa We Want represents the continent's blueprint for addressing its development challenges. The African Union Peace and Security Council, collaborating with the United Nations Security Council, has become a primary decision-making organ for addressing peace and security issues on the continent. The African Union-United Nations Agenda 2063 and 2030 Partnership Framework on Sustainable Development and the African Union-United Nations Joint Framework for Enhanced Peace and Security in Africa are evidence of global recognition of the necessity for regionalizing Africa's development agenda.

Fulfilling Africa's developmental aspirations requires a regional perspective that harnesses the opportunity of closer integration while responding to transnational effects of globalization, migration, infectious disease (including COVID-19), climate change, exploitation of natural resources, trafficking of drugs and people, as well as the regional spill-over of (armed) conflicts and violent extremism.⁶

II. STRATEGY

This Regional Project to Support Oversight and Implementation of the Regional Programme Document for Africa (2022-2025) umbrella project will enable the effective and efficient implementation of the Regional Programme for Africa Document (RPD) 2022-2025, which responds to the regional development context described above. In doing so, it contributes in turn to the delivery of the UNDP Strategic Plan across its three change directions and six signature solutions. It mirrors its critical enablers with targeted efforts to harness these drivers of transformation for the African continent. It will serve to advance the new UNDP gender equality strategy through its close attention to supporting opportunities and engagement of women, as well as young

² African countries in the lowest 25 per cent of human development index (HDI) rankings had improved their status by 82 per cent between 1970 and 2010, representing twice the average gain worldwide (UNDP Human Development Report 2011); improvement in governance over the decade from 2009-2019 (2020 Ibrahim Index of Africa Governance).

³ Signe, L. and Gurib-Fakim, A. (2019). 'Africa is an Opportunity for the World', *Africa in Focus*, Brookings Institute.

⁴ Italian Institute for International Political Studies ([ISPI African Leadership Change project](#)).

⁵ [2020 Ibrahim Index of Africa Governance](#).

⁶ UNDP (2017). *A Continental Coordination Mechanism for Development Effectiveness* (DP/RPD/RBA/3).

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people. The four priority areas/outcomes of the RPD are **Outcome 1 – People**. African citizens (especially women and youth), in a context of reinvigorated social contracts, have a stronger voice and influence in African Union, regional economic communities', and regional mechanisms' policymaking and implementation processes; **Outcome 2 – Prosperity**. African citizens (especially women and youth) benefit from a regionally integrated, structurally transformed, and inclusive economy; **Outcome 3 – Planet**. African citizens (especially women and youth), supported by the African Union and regional economic communities and regional mechanisms, build a resilient Africa; and **Outcome 4 – Peace**. African citizens (especially women and youth), supported by the African Union and regional economic communities and regional mechanisms, achieve measurable progress towards sustainable peace.

The Theory of Change for the regional programme identifies that at a critical time in which challenges such as the COVID-19 crisis, widening inequalities, the climate, and environmental emergency, and conflict threaten Africa's development progress in recent decades and drivers of its success, renewed efforts are required to capitalize on progress and build resilience. Regional-level initiatives are a crucial dimension of action in the context of regionalized development discourse and Agenda 2063. Therefore, if:

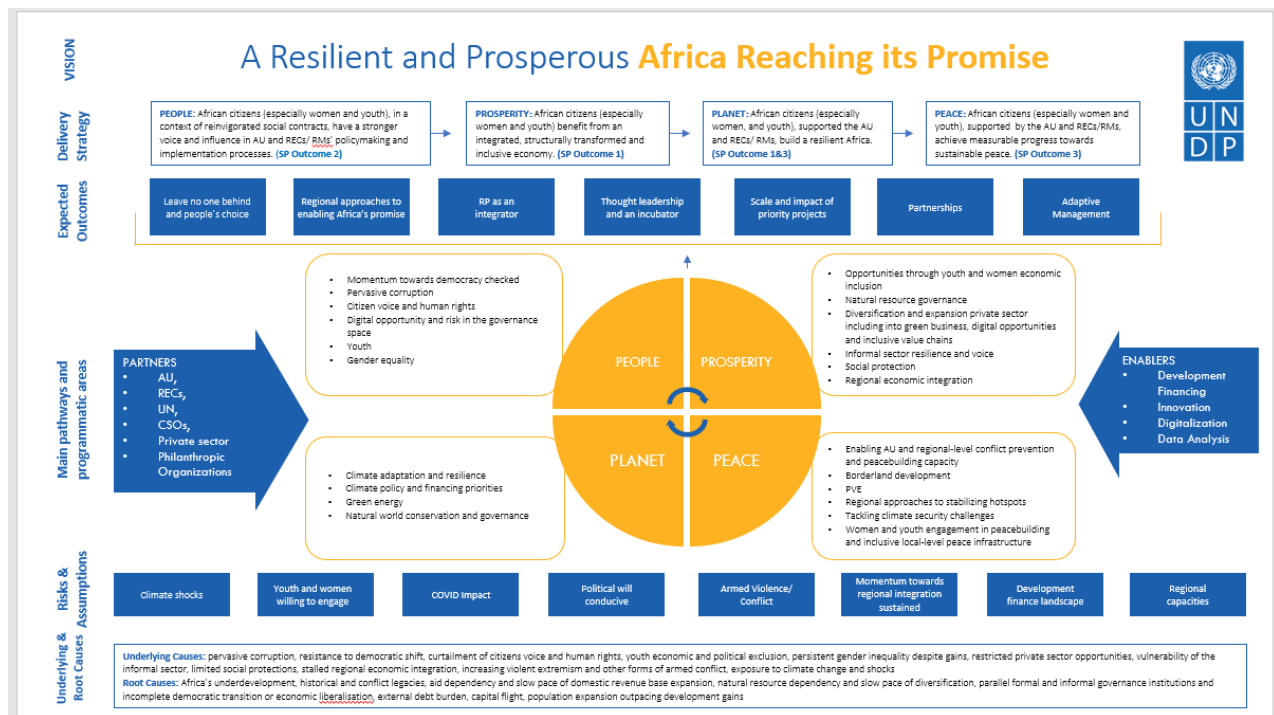
- Regional institutions' capacities are enhanced to meaningfully engage with African citizens (especially women and youth) as well as member states in critical policy areas.
- Policies, strategies and institutional frameworks are defined and implemented to build accountable governance systems in which transparency and accountability are operationalized, and the social contract strengthened including through improved domestic revenue collection.
- Digital opportunities at all levels are harnessed to connect citizens to governments, with people's rights, voice and participation upheld.
- Inclusive, sustainable, diversified and regionally integrated economic growth is enabled including in the informal and private sectors, especially through opportunities for youth and women entrepreneurs.
- The most vulnerable access social protection.
- Resilience, mitigation and adaptation capacities to climate and environmental risk are built, green energy pathways unlocked, and governance of Africa's natural resource capital improved.
- Further escalation of violent conflict is prevented, and sustainable peace is built through robust peace infrastructures at all levels, proactive engagement of women and youth peacebuilders and inclusive processes to prevent violent extremism and stabilize conflict-affected regions ...

Then a more effective change in these critical areas, translated from regional initiative to impact at national and sub-national levels, will yield a resilient and prosperous Africa that can reach its promise leading to transformative change in the quality of life for all.

Lessons learnt from the implementation of the regional programme 2018-2021, as identified in the mid-term evaluation and subsequent consultation process, informed the design of the new programme, both in terms of substance and, from a management perspective, the emphases of this umbrella project.

The regional programme will be guided by five strategic delivery principles, reflecting UNDP's comparative advantages, experience, expertise and priorities: **(a) leave no one behind, gender equality and enabling people's choice** – a push for people-centred programming across all areas will fuel the programme with a particular emphasis on gender and youth inclusion, persons living with disabilities and marginalized populations in borderland regions; **(b) regional approaches** – the regional programme will advance its support to the African Union and regional economic communities and regional mechanisms in realizing continent-wide aspirations, ratifying and domesticating its treaties and commitments, and improving alignment and harmonization among regional economic communities and regional mechanisms, as well as specific development responses to cross-border factors, and facilitation of South-South and triangular cooperation; **(c) an integrator** – the regional programme will enable closer integration among different tiers of activity undertaken by United Nations entities, Governments and other partners across all levels to support Africa's promise, ensuring responsiveness to Africa's heterogeneity and diverse sub-regions; **(d) thought leadership and an incubator of innovative development solutions** – the regional programme will continue to offer a unique platform for incubating new and innovative programming streams based on thought leadership, evidence and analysis of current and upcoming development trends and priorities, and strategic innovation will be a cross-cutting enabler informing all results areas; **(e) scale and impact through priority projects** – while pursuing its innovative character, the regional programme will focus on priority initiatives that it will build to scale through a portfolio approach in the coming programme cycle, while investing in upgrading capacity in results-based monitoring and impact narratives.

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To ensure the overall implementation of the RPD vision and to serve as a guardian of the above principles, this umbrella project will bring together all resources and investments required for the accountability activities in all stages of the programme planning and management cycle. It will have the following two outputs: (i) Quality regional programme and projects designed and implemented in support of the UNDP Strategic Plan 2022-25, designed to enable implementation of all RPD Outputs; and (ii) Emergent risks and opportunities tackled effectively at a regional level, designed to implement RPD/Output 4.5. These outputs will be achieved through seven specific workstreams: (i) Strategic direction, management of coherence and integration across the dispersed regional programme delivery model; (ii) Effective oversight, robust accountability framework, quality assurance and risk management; (iii) Innovative practice in knowledge, data and learning; (iv) Effective communications and profile-building; (v) Technical support to regional institutions and coordination mechanisms; (vi) Delivery of flagship projects and innovative research; and (vii) Responsiveness and advisory inputs to emerging crises

III. RESULTS AND PARTNERSHIPS

Expected Results

Underpinned by timely evidence-based programming, including at the country level, the project will contribute to the success of all four Regional Programme outcomes by assigning the requisite resources (financial, human, systems) to the above seven activity/workstream areas which are clustered to produce the two outputs, as elaborated below. Through these areas of work the project contributes to the wider organisational areas for operational improvement highlighted in the UNDP Strategic Plan 2022-2025: Updating programming arrangements and implementation modalities; Modernising operational systems and structures; Understanding and managing risk; and 'the power of integration'. The approach of combining all elements of the project cycle under one umbrella project is in keeping with the integrated approach to addressing development policy and programming challenges and has been shown in the past cycle to minimise fragmentation, reduce transactions cost, facilitate faster and better decision-making in the entire programming chain, promoting impact and efficiency.

Output 1: Quality regional programme and projects designed and implemented

Activity 1.1: Strategic direction, management of coherence and integration across the regional programme delivery model

The project will increase the agility of RSCA and RBA to adapt and deliver in uncertain times, ensuring delays are avoided through **adequate staffing and capacity**, and assuming **accountability for the conceptual frame and coherence** of the large regional programme delivered as it is across UNDP hubs and offices on the continent. This project will be a **platform for integration**, encouraging synergies and collaboration between regional projects and multi-country initiatives across the regional programme's substantive areas and recognising the dispersed delivery model.

The programme management team will provide a **close strategic steer on activities** through the project, which will serve to coordinate substantive lesson learning and mutual engagement among Hubs and teams contributing to the results of the regional programme, including linkages with complementary global and country programme initiatives. Where needed, the programme's commitment to **thought-leadership on development challenges** and opportunities will lead to bespoke pieces of research and dialogue activity to ensure forward-leaning strategic momentum across the whole; as well as contributing to the deepening and nurturing of critical **continent-level partnerships** and expertise informing the programme.

As a critical aspect of its overall substantive oversight, the project will ensure the **delivery of the programme's commitment to 'people-centred' programming** across all areas. The regional programme will prioritize gender equality and specifically target the needs of women and girls in all initiatives. All programming areas will focus on and tangibly reflect youth perspectives, talents and dynamism. People with disabilities will be prioritized given their status among the most excluded in Africa. The programme will also deepen its focus on marginalized populations living in Africa's underdeveloped borderlands.

Activity 1.2: Effective oversight, robust accountability framework, quality assurance and risk management

This project will ensure the deployment of a comprehensive and integrated approach to **programme management and implementation, quality assurance and risk management**, allocating dedicated resources for the financial management of the regional programme, to enhance RBA's capacity to manage for the achievement of results. The regional programme document outlines UNDP's contributions to regional results and serves as the primary accountability unit to the Executive Board for results alignment and resources assigned to it. The organization's [Programme and Operations Policies and Procedures](#) (POPP) and [Internal Control Framework](#) describe the accountabilities of managers at the country, regional and headquarter levels regarding regional programmes. The Regional Programme Accountability Framework complements corporate policies and frameworks.⁷ It provides detailed guidance to ensure all partners participate in, and benefit from, effective and efficient implementation. The Framework outlines work planning and budgeting processes; knowledge product management; partnership and interagency relations management; results monitoring, evaluation and reporting; and the management accountability of regional projects.

Bringing this responsibility under one umbrella will ensure complementarity and knowledge sharing across the regional programme. The strategic positioning of the regional programme further enables UNDP's **accountability framework and oversight policy**. This project will supervise the effective and smooth running of governance structures of the regional programme and the role of the Advisory Board. Since improved oversight of the regional programme will feed into the evidence-based decisions about the nature and focus of future support to regional development challenges and opportunities, resources from this project will also be used in the formulation of any successor programming arrangements.

Activity 1.3: Innovative practice in knowledge, data and learning

As partners and beneficiaries alike press for evidence of results, UNDP's credibility rests increasingly on the strength of its impact narrative, as derived from its monitoring, evaluation and learning system. The project will deliver **innovative practice in knowledge transfer and exchange, data collection and usage, and learning** across all results areas of the regional programme. This will entail systemised knowledge management and data expertise to capture, package and disseminate programming impact and lessons.

⁷ Regional Programme – Accountability Framework and Business Processes, Regional Bureau for Africa, UNDP New York, September 2020.

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The project will ensure the programme makes better use of **measurable data, including baseline data and SMART indicators** in the programme results framework. It will pioneer tools and methodologies, building on traditional data collection methods, and harnessing new data-driven analytics to advance its monitoring processes. Where gaps exist, the team will collaborate with UN and non-UN entities to strengthen supplementary data generation systems for effective monitoring and evaluation practice.

It will coordinate **tracking of the impacts of wider UNDP regional initiatives in Africa** against intended results areas (e.g., those led by headquarters or through sub-regional Hubs). It will oversee the implementation of the costed RPD Evaluation Plan, including a mid-term evaluation. The project will contribute to institutional effectiveness and enhanced performance by **closing the capacity gaps, especially within the RSCA and among beneficiaries (AU, RECs, other regional institutions and counterparts)**, and responsible parties, to plan, monitor, evaluate and report on regional projects, in line with commitments and consistent with the UNDP standards and indicators set out in the Strategic Plan IRRF, Regional Programme Document RRF, and regional Project Documents, and linked and contributing to corporate planning and results systems, such as the Integrated Annual Work Plan (IAWP) and Results Oriented Annual Reports (ROARs).

Activity 1.4: Effective communications and profile-building

Reporting on achievements and insights garnered through programming to key stakeholders and partners is critical for building an understanding of the development context in Africa and UNDP's contribution to outcomes – above all in an era of likely dwindling resources. The project will dedicate capacities to **information gathering, advocacy and communication**, to in turn attract and sustain donors and partners. It will use various communications strategies and tools to inform audiences on results and augment advocacy efforts around crucial development issues. In the framework of a regional programme communication strategy, it will target traditional and social media platforms to tailor communications products to priority audiences. It will follow **gender-sensitive communications guidance** across all communications output.

Output 2: Emergent risks and opportunities are tackled effectively at a regional level

Activity 2.1: Technical support to regional institutions, organizations and coordination mechanisms

The project will provide apex support across the regional programme as a whole in **engagement with regional institutions, organizations and coordination mechanisms**, responding to a finding of the mid-term evaluation of the past cycle, ensuring key relationships are deepened to maximise sustainability and effectiveness. The project will lead on all aspects of collaboration with the African Union Commission, its policy organs and RECs/RMs, fostering a strategic cooperation framework and regional ownership and through systematic policy dialogue and discussions on issues of a continental, sub-regional and/or multi-country nature, greater harmonization, complementarity in interventions, joint analysis, research and advocacy, technical and knowledge support and exchange.

The project will also **advance its strong technical collaboration with United Nations organizations**, including UNOAU, UNOWAS, UNOCA and UN Special Envoys in the Great Lakes, Horn and Sahel; ILO and UNICEF on social protection and youth empowerment; IOM and UNHCR on borderland migration; UNECA on the SDGs and extractive industries; UNEP on cross-border development in the Horn of Africa; and OHCHR on engagements on human rights including the support of with National Human Rights Institutions. It will promote development effectiveness in line with the Global Partnership for Effective Development Cooperation and Goal 17-related indicators.

Activity 2.2: Delivery of flagship projects and innovative research

The regional programme has developed a distinctive character by offering a unique facility for incubating new and innovative programming streams based on advancing thought leadership, evidence and analysis of current and upcoming development trends and priorities. Broad dissemination, high-level visibility engagements, and strategic events to inform policy and programming have contributed substantially and positively to UNDP's reputation and credibility with diverse institutions and stakeholders, including funding partners.

This project will enable the new programme to further advance these strengths. It will lead to the **development, design and appraisal of innovative initiatives, and implementation of flagship**

research and pilot projects that respond to emerging regional needs. The project will thus lead on related Project Initiation Plans (PIP) assuming management responsibility for flagship initiatives until they have reached scale, with approved Regional Project Documents, funded budgets from non-core, dedicated project implementation teams and separate project boards. Current flagship projects underway at project inception include the Supporting Inclusive Transitions in Africa research and a related Transitions Facility, in partnership with the African Union and in collaboration and co-creation with the African Development Bank, GIZ, UK/FCDO, SIDA, Switzerland, Denmark, EU, Japan as well as partnership with the Africa Centre for Disease Control and Prevention on effective responses to COVID-19. Other flagship initiatives include continent-wide efforts on engaging youth and supporting civil society platforms to engage proactively at a regional level in shaping development outcomes, as well as deepening engagement with the AU on its 20th anniversary and with an emphasis on conflict prevention priorities.

Activity 2.3: Responsiveness and advisory inputs to emerging crises

Through its regional networks and partnerships, and by leveraging on the wider expertise of the regional programme teams and partners, the project will also **respond to emerging crises at a regional level**. The project will engage with stakeholders in providing **advisory inputs, and by supporting partners and donors through fast-tracking catalytic regional response activities, pilot projects and innovative research into emerging trends**. This in turn will both help to alleviate the impacts of such crisis (as amply demonstrated with COVID-19 response to date), quickly prepare required response mechanisms and strengthen confidence in the regional programme and contribute to its positioning and resource mobilization profile.

Resources Required to Achieve the Expected Results

In operationalizing the Regional Programme Documents for Africa (2022-2025), the Regional Programme Team at RSCA will implement the Regional Project to Support Oversight of the RPD, with human resources as detailed under Section IV: Project Management, and financial resources as detailed under Section VII: Multi-Year Work Plan. The operational support will be provided by the UNDP operations units at RSCA, the Hubs and COs, and this support will be costed as direct project costs. In line with the RP Accountability Framework, the team will collaborate with all technical teams and the Managers at the RSCA and the Hubs, that is responsible for the implementation of the regional projects.

Partnerships

Partnerships are fundamental to the design and delivery of the regional programme, and the project will play a key role in coordinating and initiating relationship management across regional partnerships, working collaboratively and providing capacity, financial and technical support to partners across priority areas. UNDP's 2018-21 regional programme revolved around overlapping relationships with 195 partners and 17 donors. Existing partnerships with the African Union and its policy organs and specialized institutions and agencies as well as RECs/ RMs will be strengthened, as summarised above, as will partnerships with CSOs, the private sector, philanthropic organizations and policy think-tanks and academia will provide a basis on which to build. The project will advance the regional programme's strong partnership base with United Nations organizations as also summarised above in relation to technical collaboration. New models for delivery and resourcing will also be explored. As the programme places people at the centre of its work, building the partnership base with umbrella CSO networks especially those advocating the priorities of women and youth will be an integral dimension of delivery. The project intends to implement regional partnerships strategy that will lead to expanded private partnership engagements and potentially to unlocking private finance for sustainable development. The project will provide targeted partnerships support for regional dialogues, initiatives, and projects, such as on Africa Borderlands, Youth Empowerment, AfCFTA engagements, and domestic resource mobilization (DRM). Closer, long-term and more coherent relationships with IFIs such as the World Bank, European Investment Bank, KfW, African Development Bank and Islamic Development Bank, will be a further direction expanding through 2022-25 in close collaborations with RBA and BERA teams working on partnerships and IFI engagements .

Risks and Assumptions

The **assumptions** underpinning the regional programme's Theory of Change are that:

- The prevailing security situation does not deteriorate unexpectedly in existing or new conflict zones.
- The pandemic trajectory, climate shocks and the knock-on effects of war in Ukraine in Africa do not derail development progress and implementation of interventions beyond what is already anticipated.
- Current momentum towards regional integration is sustained.
- Youth and women constituencies are willing to dynamically engage in shaping Africa's future.
- African leaders have the political will to meaningfully advance the changes sought.
- Regional institutions are sufficiently resourced and engaged to pursue regional tier responses to development priorities.
- The wider development financing environment enables targeted resource mobilization in support of Africa's promise.

UNDP Africa mainly operates in a highly complex and dynamic context characterized by the absence of well-understood cause-and-effect relationships where "hindsight no longer leads to [or limits] foresight"⁸. Different parts of the continent face widely different realities and needs that are in constant flux and vulnerable to or suffering from shocks. An operating environment of this type calls for an adaptive management practice that provides RBA senior management and regional teams with the risks, evidence and analysis needed to conduct regular learning loops. The loops provide the basis for decision-making that ensures the regional programme is fit for purpose and contributes to the regional programme and project's respective theories of change and results in frameworks.

This project is designed to enable the successful implementation of the regional programme and as such faces a similar set of risks to its own implementation. The main **political risk** is the potential lack of political will in addressing key priorities as well as the volatile security situation in the targeted areas, which may undermine the programme's ability to achieve results. South-South and triangular cooperation and close horizontal and vertical coordination, including a joint security and conflict analysis, with CSOs, authorities at local levels and all development actors facing the same challenges will be instrumental in mitigating this risk. At the **programmatic level**, the main contextual risks that the regional programme aims to mitigate are uneven growth and increasing inequality, especially inequalities faced by women and youth (outcomes 1 and 2); the substantial impact of the climate crisis (outcome 3); and growing pockets of armed conflict and insecurity characterized by violent extremism (outcome 4). The latter also constitutes a significant **operational risk**, as it can limit access to programme areas and threaten the safety of staff and partners. Tackling these and other sources of potential underperformance related to efficiency and capacity is an explicit function of this project. Mitigation measures include partner implementation and monitoring techniques and application of UNDP's Social and Environmental Standards and Accountability Mechanisms; portfolio management and adaptive management approaches as well as staged project management; and vigorous communication, oversight and leadership provided by the RSCA team. Further, the ongoing impact of the COVID-19 pandemic – and now Ukraine crisis – is likely to affect resource mobilization, staff capacity and operational implementation of the programme. Mitigation includes continuous engagement of partners (AU and other) in the development of new smart initiatives and projects, introducing project portfolios that will connect COVID-19 recovery activities with longer-term development priorities and undertaking scenario planning and budgeting for adaptive operational modalities. UNDP will use the Harmonized Approach to Cash Transfers (HACT) principles and processes to transfer cash to government and non-government implementing and responsible partners for effective programme financial management and financial risk mitigation. All regional and sub-regional projects will undertake comprehensive risk assessments and ensure regularly updated risk logs as the basis for sound risk management.

⁸ Jamie Pett (2020) - A Guide for the Uncertain. Navigating Adaptive Approaches for Development Programmes, ODI Working Paper.

RISK MATRIX

#	Description	Risk Category	Impact & Likelihood	Risk Treatment / Management Measures	Risk Owner
1	Lack of political will and/or participation of regional bodies in in issues, and processes identified in RPD	Strategic	I = 3 L = 3 Risk Level: Moderate	<ul style="list-style-type: none"> - Close engagement with regional partners, through collaboration by signing MOUs, towards systematic policy dialogue and discussions, greater harmonization, complementarity in interventions, joint analysis, research and advocacy, technical and knowledge support and exchange. - Engage strategically with a diversified group of regional partners through annual RP Project Board meetings 	RSCA Director and RP Coordinator
2	Limited willingness and insufficient level of ownership by regional bodies and partners to support implementation of RP flagship and pilot projects	Strategic	I = 3 L = 3 Risk Level: Moderate	<ul style="list-style-type: none"> - Apply flexibility to support joint implementation of pilot activities and co-creation of the interventions with counterparts from the outset - Specific activity in the ProDoc is focused on strengthening partnerships and engagement with regional institutions and mechanisms, through technical support, to ensure RPD priorities are recognized and embedded in regional strategic frameworks. 	RSCA Director and RP Coordinator
3.	Inadequate availability of resources to sustain the oversight and implementation activities due to changing priorities within the donor community	Financial	I = 4 L = 2 Risk Level: Moderate	<ul style="list-style-type: none"> - Diversify resources base by applying Direct Project Costing for RP team functions - Early engagement with donors to promote co-creation of flagships and initiations, in order to encourage early funding support - Regular external communication on all RP, activities and results to donors and partners 	RP Coordinator
4.	Dormant and underperforming projects, with	Organizational	I = 3 L = 3	<ul style="list-style-type: none"> - Apply portfolio management approach to improve cost-effectiveness, and ensure agility through 	RP Coordinator

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#	Description	Risk Category	Impact & Likelihood	Risk Treatment / Management Measures	Risk Owner
	complex project documents, caused by lack of resources and limited capacity		Risk Level: Moderate	adaptive operational modalities and budgeting - Apply staged project management approach, starting from scoping phase supported by RP project, piloting and consultations through PIPs and developing/co-creating ProDocs with committed and engaged partners, based on achieved results, evidence and as a funded scale up intervention.	
5.	Complex structures at RSCA, the Hubs and HQ constrain effective oversight and coordination, efficient implementation and delivery of results, applied synergies and accountabilities	Operational	I = 3 L = 2 Risk Level: Moderate	- Establish continued/regular meetings and communication, between RP team and all technical teams and project managers, to ensure adequate monitoring, oversight, accountability and quality assurance of regional projects' implementation. -Facilitate close collaboration between technical teams and Hubs to strengthen leveraging on resources and synergizing on activities and partnerships, especially during project design phase. - Monitor implementation and update Accountability Framework every 4 years	RP Coordinator
6.	Corruption and fraud – by responsible parties to the project	Financial	I= 3 L= 1 Risk Level: Low	- Apply HACT framework and undertake capacity and risk assessments of the partners, before determining modalities for implementation and cash transfers - Implement recommendations from the HACT assessments and assurance activities, and adjust risk levels - Strengthen partners systems to improve their transparency, effectiveness and less susceptible to corruption and related reputational risks.	RP Coordinator

Stakeholder Engagement

The project enables continuous dynamic engagement with multiple stakeholders from its inception – noting the extensive round of stakeholder consultations (20 consultations with over 150 partners) held to arrive at the regional programme design. This will continue through the delivery of the programme, assisted through this project. The principal beneficiaries of the regional programme are African citizens (especially women and youth), represented by regional civil society networks/champions and programmatic engagement through UNDP country offices and Hub teams across programme delivery areas. The regional institutions (AUC and RECs/ RMs) are also critical stakeholders to be engaged throughout as described above. This project intends to ensure the application of systems (MOUs, LOA/RPAs, etc) to ensure deeper participation of AU, RECs and other regional stakeholders in all project activities, especially by involving them in consultations on new project initiatives and implementation of activities. Furthermore, the Advisory Board will consist of relevant stakeholders and will have a strong focus on ownership and participation of beneficiary institutions.

South-South and Triangular Cooperation (SSC/TrC)

The project will explicitly advance and be informed by SSC/TrC through continuous stakeholder convening and consultation. The project will promote SSC partnerships, horizontal knowledge exchange (and technology transfer where relevant), and will support TrC by codifying good practices and matching demand and supply of development solutions, across all four priority areas of the regional programme, promoting African partners in the global development cooperation architecture.

Digital Solutions

The digital revolution is shaping the future of the regional context. The four outcome areas of the regional programme are designed to leverage the benefits of digital technology and solutions that can improve the lives of marginalised groups, promote integration and engagement of RECs/ RMs and aid in strengthening the reporting and monitoring process through automated systems, thereby improving donor and stakeholder confidence. Flagship initiatives, including a digital investment map of regional programme initiatives; ongoing research on blockchain technology as a key enabler for digital transformation in Africa; use of historic data to predict the future of programming; development of a data repository/Hub and a dedicated Management Information System (incorporating Value For Money framework and assessment) are a few of the fundamental contributors driving a regional programme that is truly digital. Building on the UNDP Data Strategy, these digital solutions together ensure digitalisation will be leveraged as intended, a strategic enabler for achieving progress towards Agendas 2030 and 2063.

Knowledge

Activity results 1.1, 1.3, 1.4 and 2.2 are focused on ensuring the project enables the programme to deliver high-profile knowledge products, building UNDP's profile as a thought leader on regional development challenges and opportunities in Africa. Other than evaluations, the flagship reports on the AU at 20 and on political transitions in Africa, are set to be major contributors of evidence and analysis in this project cycle. Through the proactive communication strategy, regular op-eds and messaging by senior project staff and partners will further serve to communicate insights and lessons learned generated by the programme.

Sustainability and Scaling Up

While pursuing the regional programme's innovative character, the project will also ensure priority initiatives will be built to scale, ensuring in effect a catalytic function for new workstreams. The emphasis on working in close partnership with the AU and RECs/ RMs as well as civil society is designed to ensure sustainability in the mid to long-term of all efforts, with meaningful ownership and longevity resulting from the intensive accompaniment and engagement provided by UNDP through this project.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The Regional Project aims to combine all elements of the programme oversight, management and implementation cycle under one umbrella project. This integrated approach is intended to minimise fragmentation, reduce transactions cost, facilitate faster and better decision-making in the entire programming chain and promote impact and efficiency. In addition, the Regional Project will focus on investing in a portfolio management approach to further improve cost-effectiveness, while leveraging activities and partnerships across regional projects and initiatives under Regional Programme Document for Africa.

To ensure planned regional activities will be implemented at the highest cost efficiency levels, the Regional Project will invest in further mapping and streamlining implementation through global and regional partners, including governments, intergovernmental, non-governmental organizations and UN entities, and by using the Responsible Party modality.

Project Management

The Regional Project to Support Oversight of the Regional Programme Document for Africa (2022-2025) will be implemented under UNDP Direct Implementation Modality, by the Regional Programme Team based in UNDP RSCA, Addis Ababa, Ethiopia. Overall strategic guidance will be provided by RBA Director, with support from RSCA Director.

Regional Programme Coordinator

Project implementation and day-to-day management is delegated to a Regional Programme Coordinator. The Regional Programme Coordinator's responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. He/she will be responsible for the implementation of the Regional Programme Accountability Framework and Business Process. Further, he/she will lead regular discussions and exchanges with the managers of the regional projects as well as the creation of any needed platform to facilitate coordination among projects and the identification of new initiatives. He/she will report to the RBA Regional Director through the Director of RSCA and will be supported by the Regional Programme Team.

The Regional Programme Team

Under the Regional Programme Coordinator's leadership and direct management, the Regional Programme Team consists of UNDP staff, UNVs, Fellows, and other personnel required to support the Regional Programme and regional projects with Partnerships and Engagement, Coordination, Communication, Data/Innovation, Knowledge Management, Capacity Building and Delivery of Flagship projects, Programme Management support and oversight. In addition, the Regional Programme Team serves as the Secretariat for the Regional Programme Advisory Board. The Secretariat functions include the provision of services for Board meetings, which will cover the preparation and circulation of agendas and documentation, organization of the meetings, preparation and circulation of reports to and on the meetings to all Board members. The Secretariat will follow up on decisions taken by the Board and keep all members informed of progress on an annual basis.

V. RESULTS FRAMEWORK⁹

⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Intended Outcome as stated in the UNDAF/Country Regional Programme Results and Resource Framework										
Outcome 1: African citizens (especially women and youth), in a context of reinvigorated social contracts, have a stronger voice and influence in African Union and regional economic communities and regional mechanisms policymaking and implementation processes.										
Outcome 2: African citizens (especially women, and youth) benefit from a regionally integrated, structurally transformed, and inclusive economy.										
Outcome 3: African citizens (especially women, and youth), supported by the African Union and regional economic communities and regional mechanisms, build a resilient Africa.										
Outcome 4: African citizens (especially women, and youth), supported by the African Union and regional economic communities and regional mechanisms, achieve measurable progress towards sustainable peace.										
Outcome indicators as stated in the Country Programme Regional Results and Resources Framework, including baseline and targets:										
1.1 Indicator: Improved public perceptions on participation rights and inclusion across Africa										
Baseline: 56.8 (score on IIAG 2019)										
Target: Increase										
Data source: Ibrahim Index of African Governance										
Frequency of data collection: Biennial										
Responsibilities: Regional programme										
Applicable Output(s) from the UNDP Strategic Plan:										
SP Tier 3/1.1: Quality programmes designed in support to the UNSDCF, national development goals and SDGs										
SP Enabler E.2 Innovation capabilities built, and approaches adopted to expand policy options at global, regional, national and sub-national levels										
Project title and Atlas Project Number: UNDP1/0081886 – Support Oversight and implementation of RPD										
Outputs title and Atlas ID: UNDP/00091014: The RP Support and Oversight / UNDP/00110187: The RP Engagements and Initiations										
EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁰	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
Output 1 Quality regional programme and projects designed and implemented, in	<i>1.1 Number of programme and projects designed with high Quality Index (ToC; Lessons, Risks, RRFs, Evaluation Plan) (Ref. link SP/T3/1.1.1)</i>	<i>Regional Programme Report</i>	RPD: 1 RP: 15	2021	RP: 1 RP: 20	RPD: 1 RP: 20	RPD: 1 RP: 20	RPD: 2 RP: 20	RPD: 2 RP: 20	Annual
	<i>1.2 Number of regional level digital initiatives, flagships and surveys conducted (Ref. link SP/T3/1.3.5)</i>	<i>Regional Programme Report</i>	3	2021	6	10	14	18	18	Annual

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support of the UNDP Strategic Plan (2022-2025) <i>(SP/Organizational Enablers/T3/ 1.1.1)</i>	1.3 <i>Number of partners engaged in (a) co-creation of regional projects and (b) implementation of regional activities (donors, UN, CSOs, IGOs, multi-laterals, etc) (Ref. link SP/T3/1.4)</i>	<i>Regional Programme Report</i>	a)15 b) 35	2021	a) 17 b) 35	a) 20 b) 40	a) 22 b) 40	a) 25 b) 45	a) 25 b) 45	Annual
	1.4 <i>Number of (a) downloads from UNDP Africa; (b) internally-externally published knowledge / thought leadership products (Ref. link SP/T3/3.1.1)</i>	<i>Regional Programme Report</i>	a) 1,000 b) 17	2021	a) 2,000 b) 34	a) 3,000 b) 51	a) 4,000 b) 68	a) 5,000 b) 85	a) 5,000 b) 85	Annual
Output 2 Emergent Risks and Opportunities are tackled effectively at a regional level <i>(SP/Enabler E.2 RPD/Output 4.5)</i>	2.1 <i>Number of new Regional Bureau for Africa flagship initiatives that respond to emerging risks and opportunities on the African continent (RPD indicator 4.5.1)</i>	<i>Regional Programme Report</i>	0	2021	1	2	3	4	4	Annual
	2.2 <i>Number of regional initiatives, policies and strategies to protect and promote civil society to function in the public sphere and contribute to sustainable development, inclusive spaces, mechanisms and capacities for public dialogue (RPD indicator 1.1.1)</i>	<i>Regional Programme Mapping; Report</i>	0	2021	0	0	0	1	1	Annual

¹⁰ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	N/A	N/A (Internal/Activity 1.2)
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	N/A	N/A (Internal/Activity 1.2)
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	N/A	60,000USD (External/Activity 1.3)
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Design stage Biennially	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	N/A	N/A (Internal/Activity 1.2)
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	N/A	N/A (Internal/Activity 1.2)
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually		N/A	80,000USD (External/Activity 1.4)
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	N/A	40,000USD (External/Activity 1.1)

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Evaluation Plan¹¹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	RPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation of the Regional Programme	N/A	SP Outcome 1-3	All	June 2024	N/A	75,000\$/RPD (Activity 1.2)

¹¹ Optional, if needed

VII. MULTI-YEAR WORK PLAN ¹²¹³

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPO NSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1: Quality regional programme and projects designed, and implemented, in support of the UNDP Strategic Plan (2022-2025) <i>Gender marker: GEN1</i>	1.1 Strategic direction, management of coherence and integration across the regional programme delivery model	750,000	750,000	750,000	750,000	UNDP	UNDP Core	Staff time Travel Consultancies Professional contracts	3,000,000
	1.2 Effective monitoring and oversight, accountability framework and quality management implemented	500,000	500,000	500,000	500,000	UNDP	UNDP Core	Staff time Travel Consultancies Professional contracts Mid-Term Evaluation	2,000,000
	1.3 Innovative practice in knowledge, data and learning	500,000	500,000	500,000	500,000	UNDP	UNDP Core	Staff time Travel Professional contracts	2,000,000
	1.4 Effective communications and profile built	500,000	500,000	500,000	500,000	UNDP	UNDP Core	Staff time Travel Consultancies Professional contracts Publications	2,000,000
	Sub-Total for Output 1								9,000,000
	2.1 Technical support to regional institutions, organizations and mechanisms	1,000,000	1,000,000	1,000,000	1,000,000	UNDP	UNDP Core	Consultants/Advisors Travel, Workshops	4,000,000

¹² Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹³ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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Output 2: Emergent Risks and Opportunities are tackled effectively at a regional level <i>Gender marker: GEN2</i>	2.2 Delivery of flagship pilot projects, engagement new initiatives and conducting innovative research	1,500,000	2,000,000	2,000,000	1,500,000	UNDP	UNDP Core/ Non-core		7,000,000
	2.3 Respond to emerging crisis at regional level	500,000	500,000	500,000	500,000	UNDP	UNDP Core/ Non-core		2,000,000
	Sub-Total for Output 2								13,000,000
TOTAL									22,000,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Regional Project to Support Oversight of the Regional Programme Document for Africa (2022-2025) will be implemented under UNDP Direct Implementation Modality by Regional Programme Team based in UNDP RSCA, Addis Ababa, Ethiopia. The overall strategic guidance will be provided by RBA Director, with support from RSCA Director.

The Project Board

Given the purpose of this project, to operationalize and support the implementation of the Regional Programme Document (2022-2025), the project oversight will rest with **the Regional Programme Advisory Board**. Chaired by the Regional Director, its membership will include representatives from UNDP/Central Bureaus and COs, the UN departments and other UN funds/agencies, the AUC/RECs, key development partners/donors and civil society organizations

The Board will provide **high level oversight of the project**, which will include a review of project performance based on monitoring, evaluation and reporting, and a review of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively. In its role of a quality assurance, the Board is supported by UNDP designated project quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP/ RBA-RBM team to maintain independence from the Regional Programme Coordinator, and its role as project manager.

The Board will also have responsibility for approving key project execution decisions for the project, when guidance is required by the Regional Programme Coordinator, which can include approving certain adjustments above provided tolerance levels, substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes.

The Board will also (i) provide strategic advice to the RBA Director on current and emerging development issues which the regional programme could address; (b) reinforce oversight and accountability mechanisms, and (c) advise on, and support, strategic partnerships, resource mobilization efforts and communications strategy.

The Board will meet annually either virtually or in-person. The meeting will take place if there is a confirmed representation from all groups of stakeholders. Meeting decisions will be made based on unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP Regional Director for Africa.

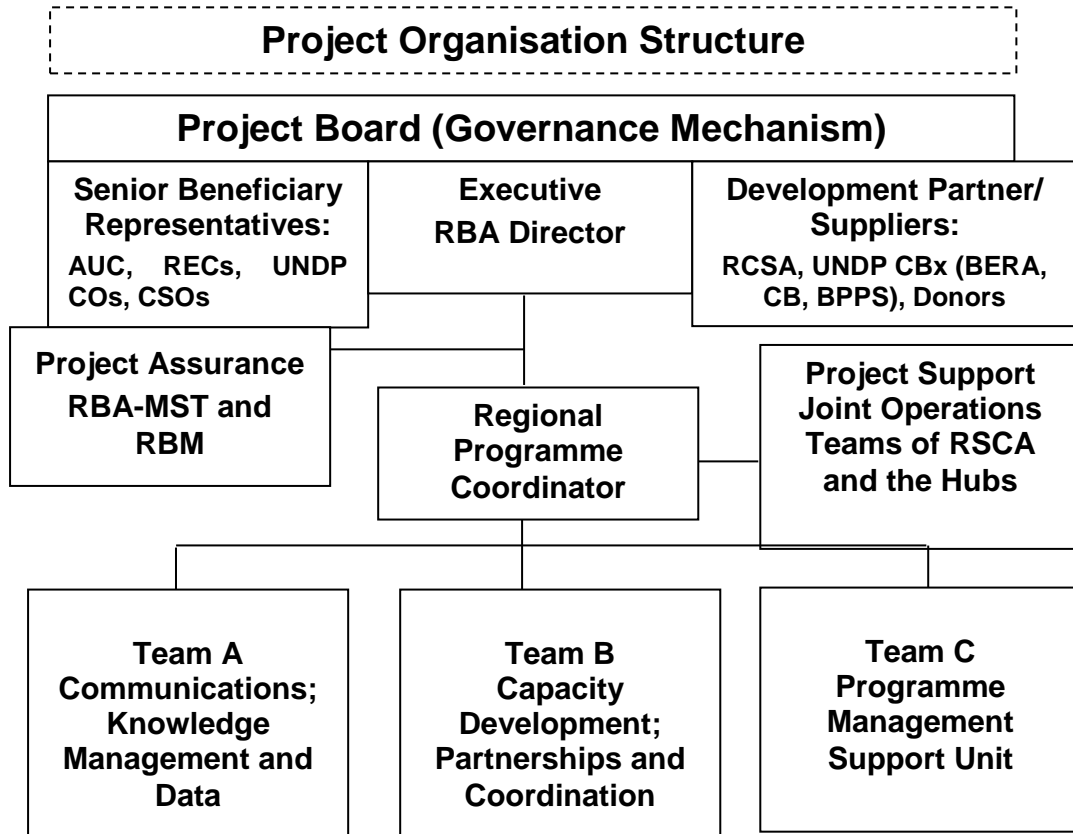
The Project Board Roles:

- a. **Project Executive:** Is an individual who represents ownership of the project and chairs the Project Board. In this project, the role of Project Board Executive/Chair will be ensured by UNDP/RBA Regional Director.
- b. **Beneficiary Representative(s):** Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. The Beneficiary representative (s) is/are: Representatives of countries through UNDP Resident Representatives, AUC/departments and RECs/RMS and regional CSO/NGO networks.
- c. **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. Besides UNDP Central Bureaux, UN departments, agencies, funds and programmes, the Development Partners are also participating regional donors, think-tanks and private sector.

Other organisations may be invited by the Project Board to join specific discussions and/or meetings.

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- d. Project Assurance: UNDP performs the quality assurance and supports the Project Board and Regional Programme Team by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. In this project, the following UNDP teams will provide quality assurance services: RBA/Management Support and RBM teams, with involvement and in coordination with UNDP corporate teams responsible for financial (BMS/OFRM and OAI) and programme impact and oversight (GPN/Effectiveness Team and IEO) at regional and/or headquarters levels. Project assurance is independent of project execution, which is carried out by RBA/Regional Programme Team. .



IX. 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 SBAs for the specific countries; or (ii) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof. All references in the SBA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by United Nations Development Programme ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures..

X. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

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- a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. 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;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

- b. 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 responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

- c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
 - (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the

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investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality. Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- k. Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Project Quality Assurance Report

2. Waiver for Social and Environmental Screening

Template [[English](#)] [[French](#)] [[Spanish](#)], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. Project Board Terms of Reference. The standard Project Board TOR can be found [here](#).