

Terminal Evaluation—Phase 1
Evaluation of the Africa-Kazakhstan Partnership Programme for Sustainable
Development Goals (SDGs)

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Abbreviations

AU	African Union
BPPS	Bureau for Policy Support
CD	Capacity Development
CIS	Commonwealth of Independent States (10 countries)
COP	Conference of the Parties
EICS	Eastern Europe and CIS
LDC	Least Developed Country
MAPS	Mainstreaming, Acceleration and Policy Support
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
NDC	Nationally Determined Contribution
NEPAD	New Partnership for Africa's Development
OECD	Organization for Economic Co-operation and Development
OECD DAC	Standards for Development Evaluation
RBA	Regional Bureau Africa
RBEC	Regional Bureau for Eastern Europe and CIS
RM	Resource Mobilization
RRF	Resources and Results Framework
SAT	Strategy and Analysis Team
SDG	Sustainable Development Goal
SSTC	South-South and Triangular Cooperation
TOC	Theory of Change

UNDP

UN Development Programme

UNCT

United Nations Country Teams

EXECUTIVE SUMMARY

The Africa – Kazakhstan partnership for SDGs was a two-year project which started in October 2015 and was targeted at supporting the efforts of African countries in domesticating and implementing Sustainable Development Goals (SDGs) and Agenda 2063, following their adoption in 2015 and 2013, respectively. To this end, Kazakhstan and UNDP partnered with 45 African countriesⁱ to ensure improved capacities and strengthened regional dialogue through a series of targeted capacity building initiatives and interventions such as supporting the participation of relevant African ministries in key development policy dialogues and events; building capacities to rollout the implementation of the SDGs at the regional and national levels; and supporting on-demand country initiatives as well as preparing for a longer term “Africa-Kazakhstan” South-South partnership for SDGs. With a total budget of US\$2 million dollars, the project was planned to run for 2 years (Oct 1, 2015 – December 31, 2017)¹ with the main objectives of feeding into Outcomes 4 and 7 of the Regional Programme and UNDP’s Strategic Plan, respectively². The following are the specific outputs for the project:

- i. Regional domestication and financing for Sustainable Development Goals (SDGs)
- ii. South-South and triangular cooperation and partnerships established and/or strengthened for development solutions.

As part of the requirement of all UNDP supported assistance, the project was required to conduct a final evaluation. The purpose being to provide a holistic review of the achievements of the Africa-Kazakhstan Partnership for SDGs, its performance, results, and impact and document lesson learned.

Methods

The methods and approach were mixed and guided by the OECD DAC standard framework for conduct of evaluation of international cooperation and development programmes and projects: relevance, effectiveness, efficiency, sustainability, and lesson learned. The evaluation approach combined elements of theory (desk study), online survey, in person interviews, skype and case study approaches. Surveys built on project led reporting and surveys of lesson learned and results with the partnering 45 African countries. Over two thirds of participating countries provided substantive inputs to evaluation (See results of survey in Annex). In addition, interviews were conducted with implementing partners, stakeholders and beneficiaries. The evaluation approach closely followed the three tasks and phases as per the TOR (Annex 1).

Deliverables

In order to guide implementation, activities/inputs under two main outputs of the project were planned. There were a relatively higher number of activities under Output 1.1 – Regional domestication and financing of the SDGs. This is in line with the major thrust of the project and priorities for the African region.

Table: Summary of project activities delivered against outputs.

Outputs	Activities
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¹ Original programme document was from Oct 2015 – Sept 2016, but got extended to December 2017.

² Outcome 4 (RP) and 7 (SP): Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

<p>Output 1 Capacities of Ministries of Foreign Affairs and relevant Ministries and Agencies strengthened to engage in global and regional development debates.</p>	<p>Facilitate participation of African officials from 45 countries in COP 21 (December 2015). Carry out on-demand capacity building activities and events in beneficiary countries (2 rounds of Micro-grant initiatives in 2016 and 2017). Hold regional workshops on SDG and Agenda 2063 domestication (2016) Conduct an evidence based study on the risks of LDC graduation. (2016) Facilitate expert discussions on LDC graduation in Africa (2016).</p>
<p>Output 2 Cross-regional dialogue and partnerships strengthened between Africa and EICS in support of SDG achievement.</p>	<p>Facilitate PR Briefing to African PRs on the UNDP/Kazakhstan Partnership – Addis Ababa, Ethiopia. Jan 2016. Theme: Enhancing Partnerships for the Achievement of SDGs and Agenda 2063 in Africa.</p> <p>Facilitate PR Briefing to African PRs on UNDP/Kazakhstan Partnership – June 29, New York: Theme: Domestication of SDGs and Agenda 2063 at country level. (2016)</p> <p>Promote on-demand capacity building and South-South exchanges on SDG implementation/achievement: Training for African Diplomats, June 2016; Addis Ababa, Ethiopia. (2016)</p> <p>South-South Exchange on Economic Structural Transformation and Diversification in the context of SDGs, 14-17 November 2017; Astana – Kazakhstan</p>
<p>Periodic Review/Board Meeting</p>	<p>Programmed for an annual review of the project and Board meeting before the end of the project.</p>

The activities were implemented accordingly (see Annex 1)³ to the project work plan and status of implementation. 100% of resources allocated for the project were spent except for resources earmarked for the final evaluation of the project including running costs 5% and 8% of the \$2 million, respectively.

Outcomes

Overall, the project met the implementation goals that it had set out with slight programming adjustments. The project support created awareness of the emerging donor role of Kazakhstan and its commitment to partnering with African countries to promote South-South Cooperation. It raised awareness of the Agenda 2030 for Sustainable Development and the continental Agenda 2063 at the regional, national, and local levels to achieve ownership at all levels in Africa. It helped to define national priorities in the context of the SDGs and Agenda 2063; it facilitated regional priorities to support country implementation. It defined implementation frameworks that would support the ambitious and integrated agendas through the identification of gaps and priorities that would help individual countries to achieve the SDGs and Agenda 2063. It facilitated financial and institutional needs assessments that would support SDG achievement in all countries. It facilitated a continental discussion on LDC graduation in Africa. It initiated a continental discussion on economic structural transformation and diversification. It expanded opportunities for South-

³ Annex 1 – Kazakhstan Regional Project Workplan 2015 – 2017; for further details.

South Cooperation and learning for African countries in the context of economic structural transformation and sustainable development.

Project Ratings and Next Steps

Evaluation Ratingsⁱⁱ:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry	MS	Quality of UNDP Implementation	HS
M&E Plan Implementation	S	Quality of Execution - Executing Agency	HS
Overall quality of M&E	HS	Overall quality of Implementation / Execution	HS
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance	R	Financial resources:	MS
Effectiveness	S	Socio-political:	MS
Efficiency	S	Institutional framework and governance:	MS
Overall Project Outcome Rating	HS	Environmental:	MS
		Overall likelihood of sustainability:	MS

The evaluator rates this project as highly satisfactory but notes that the work towards longer term outcome goals including: mainstreaming SDGs involves a longer term processes. Many countries have implemented at least one or two of four possible grant areas that constitute a framework for mainstreaming and transformative change. The project has clearly started important SDGs implementation processes at regional and national levels. There is now unfinished business of consolidating knowledge products, lessons, framework and strategies to support deepening the work of SDG implementation. It would make sense to continue supporting the countries with additional 'on demand grants' so that all countries can follow-up with all four areas of the framework and develop exit strategies for full scale follow up. Such phase two work would give time for deepening the processes and undertaking national RM strategies for full-scale integration of the SDGs at country level. Finally, there is need to find a way for continuing cross-country exchanges. The benefits of cross-country peer review and having a regional learning platform for sharing cannot be understated for early implementation.

The following actions will help stakeholders exit project properly. Firstly, provide written exit strategies in participating countries. The countries requested support on how to finance and deepen the national work started. It would certainly help if UNDP could help countries develop country specific resource mobilization strategies for full scale efforts. Secondly, in response to the learning and sharing, countries requested access to the project related learning material, the knowledge and experiences shared throughout the region. In this regard, the project management unit can consolidate all reports on knowledge events and products, including good practices created from events and activities into a final product booklet on early SDG implementation, "Learning, Framework, and Practices in Implementation." Thirdly, the project management unit might contact the UN Regional commissions and share the learning from this project as the commissions are designated focal for regional SDG knowledge sharing, regional and interregional sharing platforms and mechanisms.

SECTION 1

1. Introduction

The Africa-Kazakhstan partnership for SDGs was a two-year project which started in October 2015. It targeted support of the efforts of African countries in domesticating and implementing the Sustainable Development Goals (SDGs) and Agenda 2063 following their adoption in 2015 and 2013, respectively. To this end, Kazakhstan and UNDP partnered with 45 African countriesⁱⁱⁱ to ensure improved capacities and strengthened regional dialogue through a series of targeted capacity building initiatives and interventions. Among these initiatives and interventions were supporting the participation of relevant African ministries in key development policy dialogues and events, building capacities to roll out the implementation of the SDGs at the regional and national levels, and supporting on demand country initiatives as well as preparing for a longer term “Africa-Kazakhstan” South-South partnership for SDG.

The project was originally planned to run for 1 year (Oct 1, 2015–December 31, 2016).^{iv} It was extended in July 2017 until December 2017. With a total budget of 2 million USD, its main objectives were to feed into Outcomes 4 and 7 of the Regional Programme and UNDP’s Strategic Plan, respectively.^v Specific outputs for the project are regional domestication and financing for SDGs and South-South and triangular cooperation and partnerships established and/or strengthened for development solutions.

Purpose of the evaluation

The purpose of the evaluation is to provide a holistic review of the achievements of the Africa-Kazakhstan Partnership for SDGs, its performance, results, and impact.

1.2. Key Issues Addressed

In recent years, Kazakhstan's role as a contributor to development cooperation and assistance through South-South Cooperation has been on a rising trend. Africa is emerging as one of the key priorities of Kazakhstan's development cooperation, with Kazakhstan gaining observer status at the AU and several South-South initiatives targeting Africa launched in recent years. Kazakhstan is an emerging donor with increasing support to UNDP, following Russia and Turkey in close ranks. Starting in 2016, Kazakhstan will cover the cost of the UNDP Kazakhstan Country Office for four years (adding up to 10 million USD). It is also stepping up UN agencies' support in the region as an aspiring UN Security Council Non-Permanent Member. Kazakhstan had good experience with structural reforms and can add value in its support to African nations. The project was designed to contribute to the Regional Programme expected outcomes 4.1–4.3.

The project was designed as a response by Kazakhstan and UNDP to a call for support by African nations with a particular focus on the LDC partners to engage in global dialogues concerning the SDGs. Following the adoption of the SDGS Agenda, demand was real and urgent. At the time of inception, even before the official entry into force of the 2030 Agenda, 95 of the UN Country Teams had already received government requests to support its implementation. To respond to these requests, UNDP and Kazakhstan conceived the current project under review, “Enabling responsive, coherent, and inclusive support to the implementation of the 2030 Agenda for Sustainable Development.”^{vi} The project design was based heavily on UNDP’s experience with, and lessons learned from, a predecessor project, “Building the Post-2015 Development Agenda: Open and Inclusive Consultations,” which had facilitated a multi-agency global conversation to inform the drafting of the 2030 Agenda and to support Member States with the MDG framework.

Project Conceptualization; Time Frame; Total Budget; and Management Arrangements).

Following up on the adoption of the SDGs, the Africa^{vii}-Kazakhstan Partnership was designed swiftly at a critical time (immediately Post 2015 agreement on the 2030 agenda) by partners (UNDP-Kazakhstan - 45 African nations) to provide SDGs support to build the capacity of the African governments (in particular the LDCs) to engage in fundamental international dialogues and to domesticate and mainstream SDGs at national and subnational levels. With a total budget of 2 million USD, the current project was planned to run for one year (October 1, 2015–December 31, 2016)^{viii} with the main objectives of feeding into Outcomes 4 and 7 of the Regional Programme and UNDP's Strategic Plan, respectively.^{ix} A project extension was granted in April 2017 and enabled further implementation until December 2017. While the first extension was requested in October 2016, the agreement came only six months later in April 2017. This meant there was a gap in implementation of about six months rather than during a one year extension. Two final activities were implemented between July and December 2017. According to the program manager, the two important activities implemented within those final six months, June 2017–December 2017 included tranche two of the micro grants (using a clear four part framework) and the Astana symposium and partners knowledge sharing event). The project delivered its final activity (final evaluation) in August of 2018.

The overall leadership for management and programming rested with the Regional Bureau for Africa under the SAT. A Regional Board was responsible for the interregional steering and oversight. Inputs were coordinated by the SAT with the regional service center in Addis Ababa, 45 countries as responsible parties (Regional Bureau for Arab States), and the Amman regional hub. The Regional Hub for Europe and CIS in Istanbul provided support for cross-regional partnerships activities. UNDP country office in Kazakhstan liaised with the donor. The Regional Hub for civil service in Astana provided technical support to the project. The government of Kazakhstan (including its embassy in Ethiopia) was closely involved in the governance of the project through board meetings and other ad hoc meetings on the project.

1.3. The Outputs of the Evaluation and How They Will Be Used

The evaluation was intended to result in a comprehensive report to be used for advocacy and follow-up. This report is complete with findings, recommendations, and lessons learned to be used to inform continued Kazakhstan-African partnerships in support of the SDGs and South-South Triangular Cooperation SSTC.

1.4. Methodology, Approach, and Framework^x

The evaluation approach combined elements of theory (desk study), survey (32/45 provided country responses -Annex) and consultation approaches. The methods and approach were mixed and guided by the OECD DAC Standard Framework for conduct of international cooperation and development programmes and projects: relevance, effectiveness, efficiency, sustainability, and lesson learned.

The evaluation approach closely followed the three tasks and phases as per TOR, Annex 1. Mixed methods (extensive desk review, survey delivered to all 45 participating countries, and consultations with key stakeholders) enable a forward oriented and participatory evaluation of the project's contributions to its objectives with a view to the future and follow-up. As a primarily capacity development project focused at imparting learning towards systemic-level changes at national level, the capacity development approach was a key focus for the evaluator. In this regard, participants were asked the questions below with a view to assess what they had learned. Any changes in ways of doing the business of planning and new knowledge around the SDGs and Agenda 2063 and COP21 were assessed.

Evaluation Questions

These key questions have been addressed concerning this project's outcome level results:

- Output 1: Enhancing African ownership, coherence, and engagement on SDGs
- To what extent did the project engage actors at the global, regional, and national level?
- To what extent did the actors develop and implement SDG-based national development plans?
- To what extent did the actors effectively cost the implementation of SDGs and budget appropriately?

- To what extent were actors enabled to exchange experiences with other countries on a sustainable basis?
- Output 2: South-South and triangular cooperation partnerships established and/or strengthened for development solutions
- To what extent did the project engage actors to showcase best practices in mainstreaming the SDGs in national development planning and their implementation in Africa?
- Output 3: Mechanisms in place to generate and share knowledge about development solutions
- To what extent were sustainable mechanisms put in place to generate and share knowledge about development solutions regarding the SDGs?

Data Collection/Qualitative Interviews/Focus Groups/Workshops

A full list of project stakeholders interviewed and the results of the evaluation survey are included in the report Annex. The evaluation had delivered a comprehensive survey containing nice pertinent questions and conducted selected interviews (See list of interviews, Annex) in order to gather a perceptive on the learning and expected results .^{xi} The identification process of who was interviewed via video conference, face-to-face, or survey was conducted in advance by building upon inception phase discussions with the Strategy and Analysis Team management and oversight. The first step was interviewing key individuals as follows: Kazakhstan; UNDP Istanbul; UNDP-Addis Abba and Kazakhstan-Ethiopia and New York Missions; UNDP representatives in Astana; UNDP headquarters, regional offices and countries, and other relevant sectors in each of the participating AU countries/programmes. The approach was to identify key informants diverse enough to provide triangulating perspectives on the project design, implementation activities, management, and results. Snowballing (asking interviewee to identify best informants) approaches were used to identify relevant informants as practical, given the time for data collection. Focus groups were held with the project SAT at the UNDP HQ on 19 and 23 July 2018. The purpose was to orient and direct the evaluation approach and the evaluation matrix containing all questions against the evaluation standard criteria and to garner feedback on the survey tool and approach and also to conduct informal interviews about project management and implementation aspects.

Desk Study and Document Review Inception Report

A thorough document review of literature and published reports from relevant sources has backed the collation of information needed to support analysis of the evaluation questions (see Inception Report and Evaluation Matrix, Annex). These sources were included:

- Micro grant and Workshop Reports and Output delivery reports submitted to the SAT;
- Impact statements by country teams, Summary Report;
- Various UNDP documents;
- Internal working documents produced by the Project SAT (including notes to the file, Project board and partnership meetings);
- Reports and papers produced by related stakeholders;
- Academic literature;
- Other documents including web-based information.

Up-to-date copies of documents were also sourced from websites via email requests to evaluation stakeholders and during evaluation visits to UNDP. Many of these documents were collected and filed for study during the inception phase. Information from them that was required for analysis was compiled into Word or Excel tables. Qualitative synthesis of information has quoted the underlying references to preserve and make explicit the chain of evidence supporting statements.

Video Conference Interviews

Key informants were interviewed both face-to-face and through video conferences. They were identified in consultation with the SAT during the inception phase. Meetings were held in confidence with key representatives of the partnership in the different headquarters units and regional UNDP and UN missions (see list of those interviewed).

Survey (Results Attached in Annex)

A survey tool was conceived in consultation with the evaluation reference group and disseminated to the partner countries (4–August–November 8, 2018). The questions aimed at getting stakeholder and beneficiary countries perspectives of the project's performance against the project's expected outcomes. The survey was delivered electronically to the UNDP regional offices and country based stakeholder groups. The survey was followed up with selected skypes. The objective was to gather perspectives and lessons learned from regional advisors, country advisors, and national stakeholders (UNDP, MOFAs). The survey was disseminated through Survey Monkey, an online tool. The questions were concerned with the outcome-level results and targeted at the national level (UNDP project economists and the government officials involved in the implementation of the activities). Thirty two countries responded substantively (results attached in Annex). This was a significant result.

Theory of Change

As SDGs implementation support through SSC, project aimed to support capacity, sustainable partnerships and mechanisms to *enable* SDG integration at the regional and country levels. An explicit theory of change TOC was not articulated in the project document. The project logic and strategy were oriented to providing catalytic financing and for facilitating strategic learning partnerships to *enable* early experimentation (alignment between SDGs and 2063 agenda and testing a mainstreaming framework for national implementing). The actual work had in fact resulted in a tested framework for national integration and learning (largely by doing). This framework turns out to be one of the most significant contributions to the nationalization of the SDGs (discussed under replication section below) . The TOC was the contribution to longer term outcomes and the development of new capacity and the mechanisms in place for partnerships that work towards the longer-term goal of embedding SDGs. The TOC was considered the project's contribution towards mechanism and learning that support the longer term expected outcome around transformation and systemic changes at the national level. While not articulated explicitly in terms of a theory of change, the support provided within its two objectives and concepts are articulated by the project strategy goals:

- Regional domestication efforts on the onset - as this is what triggered national level responses and actions. In this regard, COP 21; SDG Dialogues in Addis/New York and the 2 Sub-Regional Discussions were useful entry points to how countries needed to take the SDG Agenda forward at the country level. The Regional Discussions informed the management team of the critical areas for support at country level A framework for entry points (4 part mainstreaming strategy -see below) at national level, only came after and as a result of the Regional Dialogues.
- Regional domestication and financing for Sustainable Development Goals SDGs;
- South-South and triangular cooperation and partnerships established and/or strengthened for development solutions.

This thus forms the basis of the TOC (outcome partnerships and leadership for mainstreaming and integration). Success criteria articulated by the project records include support for the integration of the SDGs and focus on enablers for kick-starting the process of change at the national level. The national level work would be contributing to change work through one or two of the following four entry points which together would form a longer-term national transformative process:

- National Dialogues on integrating Sustainable Development Goals into national plans and budgets;
- Development of national communication strategies on SDGs for advocacy and sensitization;
- Support to strengthening of national statistical systems;
- Preparation of national monitoring framework including baseline SDGs reports.

1.5. Structure of report

This report has six sections: (1) background and purpose of evaluation, (2) the project and the development context, (3) findings and results, (4) sustainability, (5) lesson learned, and (6) next steps.

1.6. Limitations

Largely conducted via home base, this evaluation did not include travel to case study the projects beneficiaries directly. This limitation was dealt with through developing an online survey and by setting key meetings with a representative group of stakeholders via video conference.

SECTION 2

2. The Project and Its Development Context

In September 2015, Member States of the United Nations adopted a new global development framework entitled “Transforming Our World: 2030 Agenda for Sustainable Development.” This framework came into effect after the expiration of the Millennium Development Goals MDGs on January 1, 2016, and it runs through 2030. The ambition and scope of the 2030 Agenda is reflected in its 17 SDGs and their 169 targets that will be the roadmap for the efforts of Members States and the United Nations system. The agenda seeks “to realize human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: economic, social, and environmental” (UN Resolution 70/1). The new universal agenda calls for an integrated approach to sustainable development and collective action at all levels to address the challenges of our time, requiring coherent integrated support from the United Nations system. The adoption of the 2030 Agenda presents significant opportunities and challenges to the world and to Africa in particular.

Support for the SDGs and 2063 agenda

In January 2015, the Heads of State and Government of the AU had already adopted Agenda 2063, which responds to the continent’s specific development challenges through seven aspirations and 20 goals. As signatories to both agendas, African countries find themselves having to simultaneously implement two bold initiatives. At the African Union Summit of May 2013, in their 50th Anniversary Solemn Declaration, the Heads of State and Government of the AU laid down a vision for the "Africa they want," including eight ideals, which were later translated into the seven aspirations for Agenda 2063, which is "both a Vision and an Action Plan." With a view of operationalizing the aspirations articulated in the Agenda, the AU developed the First 10 Year Implementation Plan, which was adopted by member states at the African Union Summit in June 2015. The Plan outlines the goals associated with seven aspirations and the priority areas for each goal and sets national, regional, and continental targets to be achieved in a ten-year time horizon. As countries and regional institutions begin the domestication process of the continental and global agendas, there is consensus that the new global development agenda—broadly converging with the continental agenda, Agenda 2063—offers enormous opportunities to ensure that national visions and development strategies are fully aligned with both frameworks. This is confirmed by paragraph 42 of the 2030 Agenda for sustainable development, whereby member states "[...] reaffirm the importance of supporting the African Union’s Agenda 2063 and the programme of the New Partnership for Africa’s Development (NEPAD), all of which are integral to the new Agenda."

The global development agenda also offers an opportunity for countries to build on the momentum and partnerships that informed the Dialogues on the Post-2015 Agenda, harnessing these as the world moves to the implementation phase of Agendas 2030/2063. The success of the global and continental frameworks will fully depend on how member states will implement them at a country level. The mainstreaming of these development agendas into regional and national visions, plans, and policies/programmes will be an important step that will set the tone for the achievement of Agendas 2030 and 2063.^{xiii}

Enhancing African Position in International Dialogues, LDC graduation, and Cop 21-Paris Agreement

In addition to the 2030 Agenda and Agenda 2063, African countries involved in this project received funding to participate, collectively committed to the Paris Agreement on Climate Change, and to protect their hard-won development gains by mainstreaming and implementing the Sendai Framework on Disaster Risk Reduction. The conclusion of the Paris Agreement on Climate Change in December 2015 rekindled hope on a collective, cooperative, and genuine global effort to tackle climate change. To maintain this political momentum, countries agreed to scale up adaptation action and raise their ambition to reduce emissions. African countries, along with the rest of the world, submitted national climate commitments, known as nationally determined contributions (NDCs). This project support was designed to support participating African governments to implement the SDGs and all related agreements.

2.1. Baseline Indicators, Immediate and Development Objectives, and Results Expected by the Project

The two project level outcome success indicators were stated as follows:

- Number of countries integrating and adapting the post-2015 agenda and sustainable development goals into national plans and budgets;
- Existence of regional and country-specific succession plans to ensure that unfinished MDGs are taken up post-2015.

The overarching project goals that appeared in the final 2018 report are regional domestication and financing for Sustainable Development Goals, South-South and triangular cooperation, and partnerships established and/or strengthened for development solutions. The project had two outputs. The original document highlighted a number of indicative activities but was intentionally flexible as need- and demand-based support.

• Output 1:

- (a) Capacities of ministries of foreign affairs and relevant ministries and agencies strengthened to engage in global and regional development debates around the SDG agenda;
- (b) Number of capacity-building events are held, tailored to the request of the African countries;
- (c) Participation of African officials from 45 countries in COP21 supported.

• Output 2:

- (a) Cross-regional dialogue and partnership strengthened between Africa and EICS in support of the SDG achievement;
- (b) Number of regional and global meetings on SDGs held, bringing together African MFA and other relevant officials;
- (c) Number of African countries represented at the regional and global meetings.

Results expected:

Table 1 PROJECT LOG FRAME 2015 OCTOBER SIGNED

Development debates and actions at all level prioritize poverty, inequality and exclusion, consistent with our engagement principles (RPD outcome 4 and SP 7)				
Outcome indicators are stated in the Regional Programme Results and Resources Framework, including baselines and targets				
Key Result from the Strategic Plan: Sustainable Development Pathways				
Output Targets	Annual Target	Indicative Activities	Responsible Parties	Inputs \$
Output 1: Capacities of MOFAs and	A number of capacity events are	On demand capacity building-type support to 45 African	Strategy and Analysis Team RBA,	1,800,000

relevant ministries are strengthened to engage in regional and global debates around the SDG agenda	tailored to the requests of African countries. Participation of officials from the 45 African countries to the COP21	countries, for example, expert discussion on the risk of LDC graduation (to MIC) in the context of the SDGs in the African and the national stakeholder forums.	Regional Hub for Africa, UNDP country offices in 45 countries. Embassy of Kazakhstan in Ethiopia.	
Output 2: Cross-regional dialogue between African and EICS in support of the SDG achievement	Regional and Global meetings on SDGs held, bringing together African MFA and other relevant officials. (45 countries)	Support the MFA and the relevant ministries to participate in the key global development events in 2015 and 2016, including the COP21. African group side event on the margins of UNDP at 50 Ministerial organized in New York Prepare concept note for African-Kazakhstan Partnership for SDGs.	Strategy and Analysis Team RBA, Regional Hub for Africa, UNDP country offices in 45 countries. Embassy of Kazakhstan in Ethiopia. Regional Hub for Civil Service in Astana Permanent Mission of Kazakhstan to the UN in New York.	200,000 MFA 100,000 Civil Service Hub

This project strategy was to make direct contributions to the three outputs under the Regional Programme:

- Output 4.1 "Enhancing African ownership, coherence, and engagement on SDGs." This is to be achieved by engaging various actors at the global (the African Group in New York), regional (the African Group of Permanent Representatives to the African Union), and national levels (the Ministry of Foreign Affairs and those involved in the implementation of the SDGs). This strategy would help to set the foundation for developing and implementing SDG-based national development plans, costing of the SDGs, and exchange of experiences with other countries in the years ahead.
- Output 4.2 "South-South and triangular cooperation partnerships established and/or strengthened for development solutions (SP output 7.5)." Kazakhstan offers substantial technical experience sharing in some strategic areas that are critical to achieving structural economic transformation in Africa, especially in using its natural resources (e.g. coal, oil, and gas) to transform the lives of its people. It has also done well on urban sanitation, arid land irrigation, sustainable transport management, and information technology. With a poverty rate of 0.1 in 2010, Kazakhstan has succeeded in eliminating poverty, and the level of inequality in the country (Gini index) is one of the lowest in the world (0.28). It compares with the achievement of only a few other countries in the world. Providing an opportunity for African countries to learn from this enviable progress will facilitate substantial development exchange between Kazakhstan and African countries. The project will also allow for showcasing best practices in mainstreaming the SDGs in national development planning and implementation of SDGs in Africa. The African front-runners of sustainable development will have a chance to present their best practices in the global arena.
- Output 4.3 "Mechanisms in place to generate and share knowledge about development solutions (SP output 7)." The first global platform to put this into practice is the COP 21 in Paris. The LDC graduation among African countries is another initiative that was tagged as providing the platform for enhanced knowledge documentation and sharing.

Regional Programme Expected Outcome: Development debates and actions at all levels prioritize poverty, inequality, and exclusion, consistent with UNDP RBA engagement principles (RPD Outcome 4).

2.3 Main Stakeholders

The South-South Cooperation SSC project is financed by an emerging donor and is developed with the logistical support of the UNDP. The project represents an expression of mutual respect and solidarity between three partners in development. In this case, the Government of Kazakhstan had offered its expertise and financial assistance to assist the MOF and national stakeholders in 45 Africa countries to implement their commitment to the SDGS. This was also financially, logistically, and technically supported by the UNDP Regional Bureau, Regional Offices and Country Offices, Government of Kazakhstan, government departments including MOFAs, and other sectors in Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, CAR, Chad, Comoros, Congo, Cote d'Ivoire, Djibouti, DRC, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Rwanda, Sao Tome & P., Senegal, Seychelles, Sierra Leone Somalia, South Sudan, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia, and Zimbabwe.

2.4. Implementation Status

By December 2017, a total of \$1,980,830.80 USD had been spent, out of the total of 2 million USD received at the start of the project in December 2015 and 2016. By 19 August 2018, the project resources were exhausted, including costs of the final project evaluation (approximately 3–5% of the total according to final reports, financial documents, and discussion with SAT). Overall, the project met all the expected output targets and more set out through adaptive programming (see details of the actual activities planned and executed in section on effectiveness below). The table charts the finances as delivered (efficiency section) and shows how the activities were programmed and supported. Annex 1 shows a detailed matrix and information on implementation of each output and deliverable.

SECTION 3

3. FINDINGS

3.1 Project Design (Relevance and Effectiveness)

This section reviews the evaluation of the project design and the cooperation modality and queries how relevant the strategy, implementation, and finances have been. It assesses whether it had set out the most effective route towards expected/intended results and critiques any assumptions or changes to the context toward achieving the project results as outlined in the Pro Doc.

Project Formulation, Strategy, Resources, and Results

Formulation/Assumptions ^{xiii}

As mentioned above, the project was put together quickly as a swift response to a decision of the UNDP and the Government of Kazakhstan, to enact a formal structure for one year with resources and platforms to help African partners operationalize the SDGs and the 2060 Agenda and make it actionable as soon as possible.^{xiv} The project however was experimental for Kazakhstan, as it represented the first time that UNDP, Kazakhstan, and the 45 African nations were working in a definitive partnership for development. It was the first international aid project supported by Kazakhstan outside of its region (interview with stakeholders from within region). Kazakhstan trusted fully, UNDP to undertake adaptive programming and to implement for results based on the criteria that the financing be 'needs based'. The funding was thus, intentionally 'needs based' and programmed by UNDP SAT through an 'adaptive management' and implementation approach. While the 'on demand' capacity building grants, which represent almost half of the project budget (see finances section below and refer to the project final report, February 2018) was not indicated in the original document, these activities clearly enabled the project to go far beyond the projects expectations in terms of the contribution to longer term results i.e. towards mainstreaming SDGs at national level in 45 participating countries.

Log frame, Outputs, Indicators, and Formulation

The transformative oriented outcomes as stated by the project document were reported by several stakeholders interviewed as being ambitious but aimed at the right target. The indicative statements however in the project document might have been better formulated as the activities "development debates and actions at all levels that prioritize poverty, inequality, and exclusion, consistent with UNDP RBA engagement principles." (RPD Outcome 4), making "contributions" longer term regional and national mainstreaming and integration outcomes. The evaluator analyzed the expected outputs per planned activities and expected results. This project was designed to correspond to the three (4.1–4.3) regional programme expected results (see project architecture above). In considering the log frame outputs and activities and strategy, the activities planning was indicative and flexible. UNDP had agreed to provide full responsibility for the strategic management (for results) and also technical and fiduciary oversight of the programming. The support was expected to be catalytic and intended to promote experimentation. The implementation strategy would be based on need and demand (interview with SAT project manager July 2018). Several design assumptions were noted, including the short project time (one year), the absence of targets for capacity development about the SDGs at national level (per on demand/undefined grants), and the scope—45 countries per the modest financial \$2,100,000 USD contribution. Respondents agreed that the targets were ambitious for a short, modest project, but this did not overshadow the correct transformative goals and the need for a catalytic financing window during a pivotal policy learning moment for the countries (post-2015).

Concerns were raised (during the UNDP project approval committee, LPAC) about the scope and target beneficiaries. The committee was concerned that the resources should focus on national-level implementation and sectors (not just used for building the capacity building of the Ministries of Foreign Affairs, that support also target Ministries of Finance and Planning and other key sectors involved in regional and national SDG implementation and rollout (including ministries and agencies tasked with developing statistical capacities under their responsibilities for national planning, implementation, and reporting.) LPAC agreed on both as targets for capacity building and training with a threefold focus: SDG implementation and rollout, dialoguing and debating about it, and SDG rollout in Africa, perhaps using MAPS as a good entry point.

Representatives of all partner groups reported that while there was concerns, the financing would go ahead and focus on strategic high impact-level events and a prioritization of countries who were frontrunners for SDG implementation. The project focus would include events for "thought leadership" for the MOF, (i.e. the work with the African group in New York and Addis Ababa) and capacity building, with a national implementation focus with 'on demand' capacity grants.

Project Strategy, Theory of Change

The project strategy directly corresponded to the three regional programme results and the UNDP strategic programme corporate goal 'sustainable development pathways'. The theory of change focus while not written was support for enabling activities for the eventual integration of SDGs. The financing was intended to be catalytic and towards coherence both regionally and nationally. There was an assumption that there would be linkages to other ongoing SDG support activities including the one UN Mainstreaming and Policy Integrations MAPs project.

The actual project support needs were determined during mapping exercises conducted during two regional workshops (described below). The country needs planning was informed by a survey of needs and two regional workshops (Dakar and South Africa workshop reports). During these meetings, four important work streams were identified by the workshop participants for SDGs and 2063 integration process. They include, but are not limited to, the following:

- Putting SDG goals and country level on the global and continental development agendas;
- Defining national development strategies that respond to the new development frameworks;

- Aligning national development plans with 2030 Agenda and Agenda 2063 through target setting;
- Setting baselines and assessing data requirements for informing decision-making and tracking progress.

These four areas made up an important guiding framework for the delivery of the national level work through \$12,500 USD micro grants. During the project, two tranches of micro grants were delivered (2016–2017).

SDG Agenda 2030, Africa 2063, COP21: Need for Alignment and National Integration, a Starting Point

All participating countries signed up for the SDGs, the COP 21, and the 2063 Agenda and had requested for capacity development support to UNDP. Respondents interviewed and/or surveyed recognized the project support as timely for learning about integration. The African nations would require a platform for discussing alignment and integration, i.e. how to follow-up Agenda 2030 and Agenda 2063. This became the starting point for the project implementation.^{xv} During the workshops, a possible framework (for SDGs support) through "on demand" grants were designed. In addition, during the two regional meetings, the issue of alignment with 2063 was worked out. Mapping and aligning Agenda 2030 and Agenda 2063, including pin pointing the areas of convergence and divergence, then followed. Agenda 2063 predates Agenda 2030, initially part of Africa's contribution to the Agenda 2030^{xvi} process. In terms of content, Agenda 2063 was found equally transformational and as ambitious as the post-2015 agenda. The difference being, a specific point of view of the continent's key differentiating issues: pan Africanism, promotion of cultural values and ethics, and a number of concrete initiatives for the peace and security agenda.^{xvii} The project platform was instrumental in enabling the platform for critically needed debate on two parallel agendas at regional and country level, including a barrier to finding synergism entry points to alignment and implementation issues. The convening work supported overcoming possible hurdles and a stalemate on progress and implementation as one would expect with competing agendas.

The outcomes of both workshops (South Africa and Dakar Regional Workshop Report) were thus found to be pivotal for moving the project support strategy (support for the SDG implementation) forward. The meetings mapped out integration effects (investments that yield greater results across other goals), goals with large multiplier effects (e.g., gender equity goal), and identification of bottlenecks, the elimination of which might facilitate acceleration. The participants provided inputs and actively participated through interactive exercises, reporting that they collectively accepted the results of the mapping exercises and determined on a framework for the SDGs integration at the country level.

By design the project targeted support to Least Developed Countries (LDCs). Two strategic level activities were geared to support, particularly, the LDCs. The country feedback was that this work did in fact help them understand the preparation needs and more importantly, the consequences of pending transformation to middle income (survey results). The concrete activity was to do analytical work with LDCs and to feed a joint policy paper into the Ankara Regional meeting: LDCs Istanbul Programme of Action 2016 mid-term review.

3.2 Project Implementation (Effectiveness and Efficiency).

The evaluator considered the effectiveness of implementation and elements of the efficiency criteria based on the results and resources log frame, management and work planning, and delivery of resources as per the planned activities to deliver and their overall results. The analysis considered UNDP's financial management and contributions as well as the value for money.

Value for Money

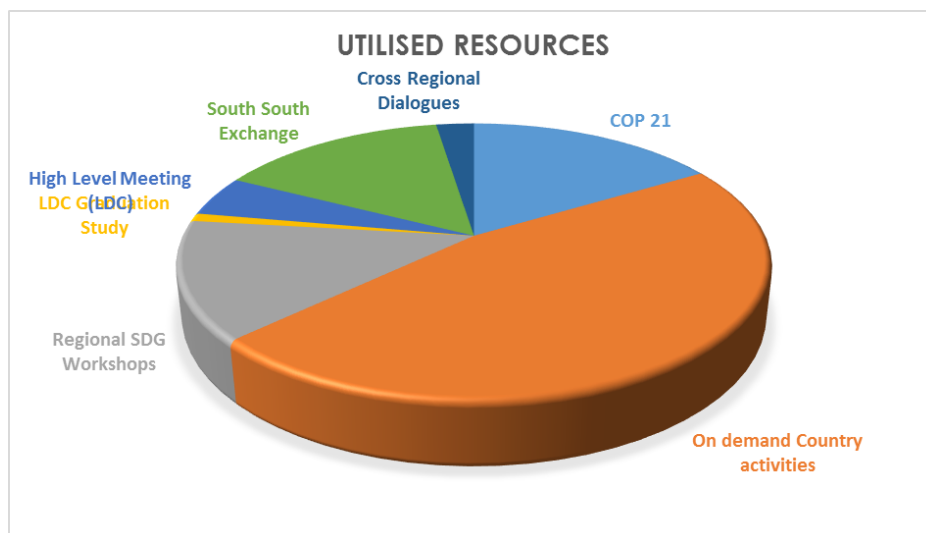
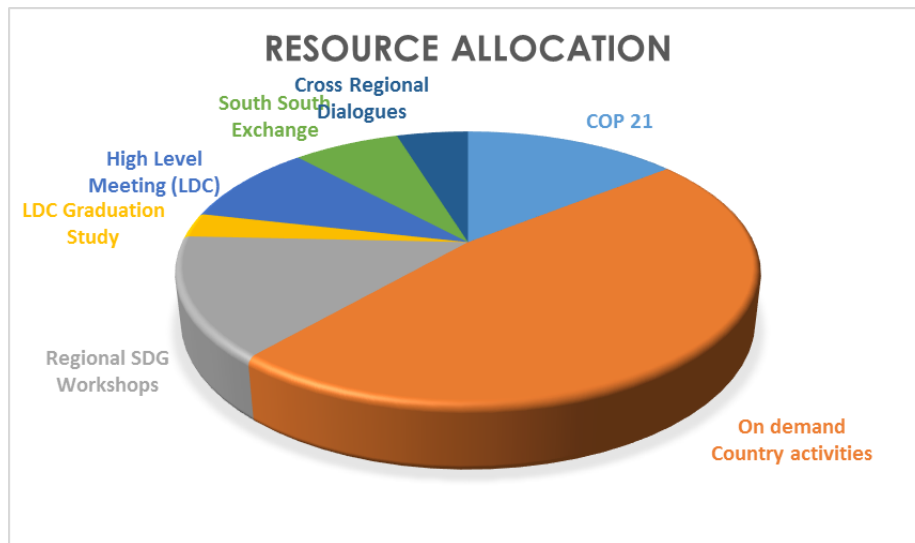
While the overall project budget was modest, the project actually yielded significant unexpected 'enabling' SDGs results and had kick started a regional movement and pathway towards the regional and national SDGs implementation. In this sense, the catalytic financing, represents great value for money. The strategic

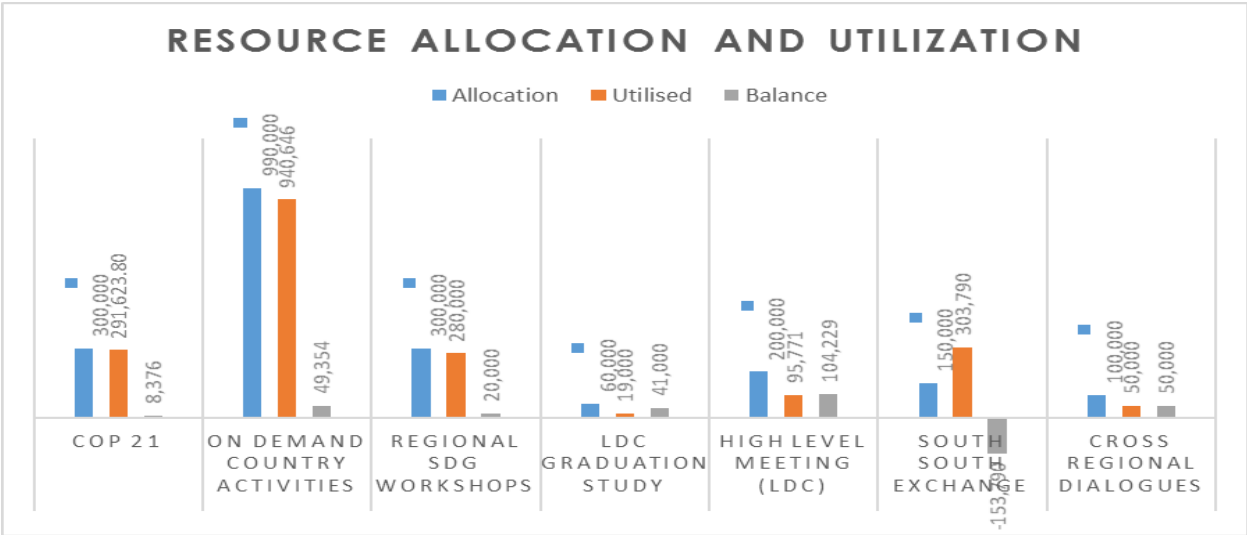
timing and the flexibility in the donor’s requirements and trust in the UNDP enabled timely and most relevant contributions. The timing of the activities was viewed as critical (based on feedback), as were the capacity building approaches, including learning by doing and strategically plotted events that brought partners together on how to proceed with the SDGs. The workshops brought beneficiaries together to plan inclusively for SDG implementation during an open policy learning window.

Financial Planning and Delivery, Co-Finance

The financial planning was conducted as per the resource and results framework with small changes to the original key activities ideas. The broader level outputs were clearly mapped with indicative resources and time line. Evaluator reviewed the CDRs (December 2016). During the project extension, the SAT intended to make excellent use of the project funds for a second tranche of on demand activities and building on the learning from the earlier implementation to deliver with a guiding framework around four areas as mentioned above.

Snapshot of Resource Allocation per Budget Line





UNDP Financial Contributions

NY/HQ	Duration	Emolument
Programme Assistant	4 months	40,558
Strategic Advisor/Programme Manager	2.5 month	61,120
Chief Advisor/Programme Advisor	1 month	27,043
Country Economists		
28 Senior Economists	1 month	687,485

Governance and Oversight

The Regional Project Board RPB was the primary vehicle for the project oversight. The project governance and oversight consisted of an RPB as per the original monitoring and reporting requirements as stated in the original Pro Doc. The project held two Project Boards (steering meetings) during implementation, on 4 March 2016, at UNDP headquarters and in February 2018 during which reporting and next steps were discussed and approved. Evaluator learned that in addition to the RPB, day-to-day liaison was conducted by the RBEC liaison in New York with the Kazakhstan missions and Ministry of Finance MOF. At any given time, the partners could and did reach out to be informed on implementation statuses.

Management, Work Planning, and Inter-Regional Coordination

A Strategy and Analysis Team SAT at RBA headquarters was responsible for coordinating the project inputs and planning work plans for approval by the RPB. Not only did it expertly coordinated interregional technical input across several Regional Bureaus and from economic advisors in 45 country offices (consensus across stakeholders spoken to during evaluation), it was a core knowledge sharing function and supported synthesis reports including on cross country lesson learned (annex -summary of micro grants). It promoted cross country sharing. Inputs were forthcoming from the Regional Service Center in Addis Ababa, (Regional Bureau for Arab States), the Amman regional hub, the Regional Hub for Europe, and CIS in Istanbul. The UNDP country office in Kazakhstan had liaised closely with the donor, the UNDP Regional Hub for Civil service in Astana provided technical and logistical support to the project for the final

interregional sharing meeting, and the government of Kazakhstan (including its Embassy in Ethiopia) was closely involved in the project through regular updates and regularly held communication with the SAT.

Evaluator reviewed the work plans (in original Pro Doc, first year report, and final Project Board Meeting summary of results report). The work was programmed along the lines of the project document with small changes to the activities. The substantive plotting for activities was found to be needs based and informed by the country survey and the two regional workshops (discussed above and below). The SAT and its resources and coordination cannot be understated for its strategic plotting of activities and managing the cross-regional technical and partners inputs. Its liaison with the 45 country offices, the Kazakhstan missions, and the UNDP regional teams are examples. This required good management strategy, coordination, and adaptive work planning and work focus. The management across teams was evident in the delivery of the activities and the results.

The SAT employed an adaptive management approach, with the intent for all activities to be country needs demand based and was a critical factor in this project's success. Work plans were guided and approved during annual regional project boards meetings. These documents were reviewed and found to be closely adhered to.

Capacity Development CD Approach

At its essence this was a regional and national capacity building project. The expected results included developing capabilities of Ministries of Foreign Affairs MOFA for dialoguing and promoting learning and showcasing country work for the SDGs agenda through participation in international events. It also supported capacities of many national officials for SDG integration. The regional learning together approach is what set it apart. Prior assessment of national capacity needs began with a survey and was followed with support from UNDP technical officers during the two regional workshops for national-level implementation.

Workshop 1. Integrating Agenda 2030 for the Sustainable Development (SDG) and Agenda 2063 into National Development Plans and Strategies in Eastern and Southern Africa, 15–16 June 2016

Workshop 2. Central and West Africa Workshop on Integrating Agenda 2030 for Sustainable Development and Agenda 2063 into National Development Plans and Strategies, 21–22 June 2016.

To all stakeholders interviewed, the two workshops were fundamental on how to implement the rest of project. In reading these reports, it became clear that the regional workshops discussed synergies with ongoing efforts for SGD mainstreaming, such as 2063 and MAPS.

The project *learning by doing* together was jumpstarted during the regional workshops and followed up by training and sharing updates on activities in between and during side events (see the project implementation time line, Annex) and exchange events. The project was a useful platform in between event and also a catalytic initiator for the regional workshops and other learning events attached to high level political events (timeline and project results frame in Annex). The evaluator finds the timing and scheduling of the project activities also significant. The on demand grants were an excellent way to support the national implementation of the SDG without being too prescriptive. The need based grants enabled countries to take unique pathways. Not only did the micro grants modality yield excellent results, it enabled the UNDP to test a holistic framework for country-level SDG implementation covering four upstream and interlinked areas (see description of national grants under four areas supported in tranche 2 areas - below). Respondents reported participation in the regional meetings helped them to crystalize "how to go about country-level implementation and integrate with 2063." In addition, the four areas designated to national support for proposals are intentionally complementing each other. Resourcing that followed in the first tranche allowed countries to pick and choose from key areas. The on demand grants were for up to \$12,500 USD. This was found to be usually topped off by country financing.

UNDP Contributions/Value added

The UNDP value added cannot be understated in guiding this project's programming and implementation for results. The convening of countries and facilitation of cross-regional input for cross-country sharing and soliciting the technical inputs among three Regional Bureaus and decentralized BPPS, and engaging UNDP's economic officers as a team at 45 country offices and the Kazakhstan country office was instrumental for smooth implementation for results. The SAT kept in contact with Kazakhstan missions through its liaisons in the Regional Bureaus (New York, Addis Ababa) with BPPS and direct contacts with the UNDP country office with the Kazakhstan MOF. These contacts were highlighted as instrumental to the coordination and implementation. The UNDP convening, and coordination role successfully supported effective partnering, programming, implementation, and bringing the full scale of what UNDP could offer in term of SSC implementation. The value-added included access to network of technical support for the softer upstream work around policy mainstreaming and implementation support f UNDP was a bridge network, and through its offices, it promoted sharing between regions, in this case ECIS and Africa.

Replicability/Sustainability /Mainstreaming and Policy Support MAPS Synergies at National Level

UN Coherence: The regional technical teams promoted synergies with national MAPS projects. While MAPS activities were visible and provided stocktaking, the project financing helped kick-start the implementation and experimenting with a national implementation framework. The micro grants up to \$12,500 USD, enabled experimentation. During survey, countries reported they had also wanted to use the funding to follow up on MAPS reports. The project was indeed complementary to the MAPS work. The significant learning has been its efforts at testing a four part SDGs integration framework. This can be further scaled and rolled out as a means for full scale projects on SDGs. This project has also proven a viable modality for promoting south south cooperation around the SDGs. The SSC modality was flexible and timely. A key question raised, however, is sustaining momentum and follow-up, now that it is started, and countries have begun the process of integration. Processes have begun, and countries have touched upon two of four possible grant areas. The project squarely shows that SDGs mainstreaming is targets the institutional capacity of national statistics bureaus, for example. Related planning institutions (planning, finance) need capacity building financing for leading/carrying forward the cross-sector data and monitoring work at the national level.

Communications, Social Media, and Advocacy

While the project did not have an explicit output for social media and communications or a written strategy, evaluator learned that project management did tweet results from workshops, etc. The review of workshop reports show there were Media Advisories for the Johannesburg and Dakar W/shops; published articles in several Newspapers including in the Astana Times. For an in-part partnership advocacy project, however, more could be done in this regard. The work was understandable, given that resources needed to be spent on the work of interregional exchanges, national capacity building, and management. In the future, this area might be improved with dedicated activity and resources.

Monitoring and Evaluation

The original project document was clear about the expectations for monitoring and evaluation. The project was to be implemented with periodic/annual reviews. Resources were to be set aside for this purpose (approximately 5% of the total) and for management costs (8% of the total). The monitoring would be conducted through its annual cycle, on a quarterly basis. The Regional Project Board was the primary mechanism instated for the joint partner oversight. It supported cross-regional inputs into management processes. The activities did not change much based on the original project plan, the activities and financing were rescheduled slightly to match the needs for implementation. The evaluator learned from the project manager that the project reports helped for both accountability and for information on programme operations and work with the regional bureau. This was adaptive management and planning from the ground up. The established project monitoring was set up through the UNDP systems. Updates and progress were recorded towards the completion of expected results, and input was added to the UNDP ATLAS (Activity

Planned results and Assessment pages). The Regional Hub had made this a requirement as part of its Regional Plan systems. The risk analysis (Pro Doc) was translated into a project risk log activated in ATLAS and reviewed and regularly updated. A project lesson learned log was also activated and regularly updated. The log supported the final lesson learned report. The Annual Review report was developed by the project manager. The Annual Project Review was held twice during Regional Project Board meetings. This board conveyed and reviewed the progress against the project output and ensured that they remained aligned with the project's expected outcomes.

Regular monitoring was augmented informally through regular emails and skypes between partners. The RBEC regional office had reportedly provided brokering for the partnership and played an important role in regular liaison with the donor partner with the Kazakhstani MOF and missions in New York, Addis Ababa, and Istanbul. In terms of accountability, the UNDP oversight for project management was the Regional Bureau and its policy unit BPPS in a matrix arrangement. This was done to tap into technical expertise and guidance of UNDP for regional workshop and technical aspects. It worked very well.

3.3 Project Results (Effectiveness)

The results and effectiveness (Outcomes and Performance) criteria were analyzed through several factors: the expected results explicitly stated by the project document and the original log frame and design; how well the project corresponded to work planning (log frame); the implementation strategy; responsiveness to assumptions and risk and key factors that might contribute to or hinder project success; whether the original programme document had an implicit or explicit theory of change and related strategy; whether the governance and oversight was adhered to as per the original plan and whether that was effective; consideration of the overall management and work planning; the project's replicability both in terms of support for the SDGs and the ongoing contribution to SS partnerships; the project monitoring system; the UNDP value added; and the sustainability of the work towards impact-level results. The SSTC modality project has been adequately designed for promoting SDGs and SSTC Partnerships for resourcing, learning between countries, and technical support of the SDGs.

Output level results

The original log frame (Pro Doc) is attached for ease of reference as Annex 1. It shows the original work planning and the project outputs, i.e. expected deliverables. Not much changed in the original work plan. The activities were delivered as per the original log frame (see project final delivery report, Annex). All of the activities were implemented accordingly (see Final Project Status Report 2018)^{xviii} and Project Work Plan. For all resources that were allocated for the project, 95% was spent at the time of writing. Resources had been earmarked for the Final Evaluation of the project as well as running costs, which are charged at 5% and 8% of the \$2 million, respectively.

Summary of Project Activities per Outputs Delivered (Final Project Report 2018 and Verified)

Outputs	Activities
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<p>Output 1 Capacities of Ministries of Foreign Affairs and relevant ministries and agencies strengthened to engage in global and regional development debates.</p>	<p>I. Facilitate participation of African officials from 45 countries in COP 21 (December 2015). ii. Carry out on demand capacity building activities and events in beneficiary countries (2 rounds of Microgrant initiatives in 2016 and 2017). iii. Hold regional workshops on SDG and Agenda 2063 domestication (2016) iv. Conduct an evidence based study on the risks of LDC graduation. (2016) v. Facilitate expert discussions on LDC graduation in Africa (2016).</p>
<p>Output 2 Cross-regional dialogue and partnerships strengthened between Africa and EICS in support of SDG achievement.</p>	<p>I. Facilitate PR Briefing to African PRs on the UNDP/Kazakhstan Partnership, Addis Ababa, Ethiopia. Jan 2016. Theme: Enhancing Partnerships for the Achievement of SDGs and Agenda 2063 in Africa. ii. Facilitate PR Briefing to African PRs on UNDP/Kazakhstan Partnership, 29 June, New York: Theme: "Domestication of SDGs and Agenda 2063" at country level. (2016) iii. Promote on demand capacity building and South-South exchanges on SDG implementation/achievement: Training for African Diplomats, June 2016; Addis Ababa, Ethiopia. (2016) iv. South-South Exchange on Economic Structural Transformation and Diversification in the context of SDGs, 14-17 November 2017; Astana, Kazakhstan.</p>
<p>Periodic Review/Board Meeting</p>	<p>Program for an annual review of the project and Board meeting before the end of the project.</p>

Outcome Level Results

- **Output 1: Enhancing African ownership, coherence, and engagement on SDGs**
- *Extent actors engaged on SDGs at the global, regional, and national level.*

The project (original Pro Doc Results and Resource framework) was programmed and through adaptive management enabled the 45 African nations begin to learn to lay important foundations for effective SDG achievement and longer-term supportive partnerships. The modest finances have indeed made significant contributions that facilitated these advances:

1. Enhanced capacity for SDG implementation through active stakeholder participation in a collection of national, regional, and international learning events and implementation of two tranches of microgrants supported by the UNDP SAT, the UNDP interregional network, and technical assistance for integration with 2063 and mainstreaming SHD;
2. Cross-regional partnerships for SDGs, through which catalytic financing and programming have enabled all 45 countries with opportunities to learn and to share. Examples are workshops, dialogues, and debates about the SDGs at global, regional, and national levels.

The SAT team guided a two-pronged output strategy (SDG capacity building and SSTC learning exchanges) engaging the beneficiaries at the global, regional, and national levels. The project teams successfully mobilized all the relevant actors through strategically plotted activities: cross-regional exchanges, regional collective learning activities, and national financial and technical support to set the

foundation for developing and implementing SDG-based national development plans, costing of the SDGs, and promoting exchange of experiences with other countries.

National Level Implementation

At national level, two tranches of on demand grants were provided. The on demand grants implementation started in April 2016 with grants of \$12,500–\$15,000 USD per country. With the first tranche of grants, (see report) 43 African countries received support in specific local areas of demand to promote SDG mainstreaming and policy dialogue. Activities were found to include participation of local high-level and CSO actors and stakeholders.

The process of national implementation went as thus: firstly, in winter 2016, a cross-country survey preceded the first tranche (of micro grants) by garnering feedback. The survey came up with three areas for support. The first tranche delivered shortly after the survey and informed by the two regional workshops in July 2016 was determined to be used to organize outreach, training, and workshops on SDG domestication, implementation, and mainstreaming; to conduct needs assessment costing of SDG trainings; and to rent or purchase equipment and services needed to conduct SDG-related sensitization events (media, etc.) locally.

In July 2017, a second tranche was provided, but this time with a more refined four-part guiding framework (supported technically by in country UNDP advisors). Countries could pick and choose one of the following per grant.

- **National Dialogues on Integrating Sustainable Development Goals into National Plans and Budgets** Seven countries selected this focus area, including The Gambia, South Africa, Seychelles, Lesotho, Chad, Gabon, and Cape Verde. They have conducted various activities to ensure that the SDGs are effectively reflected in national developments and budgets. This focus area would build upon previous national dialogues on the Sustainable Development Goals to catalyze national SDG mainstreaming efforts. Grant receiving countries organized multi-stakeholder activities at national and local levels, including policy dialogues and workshops on SDG implementation (e.g. SDG acceleration, SDG benchmarking, policy coherence, institutional coordination mechanisms), SDG prioritization, SDG alignment, and financing for the achievement of the 2030 Agenda for Sustainable Development in their countries.
- **Development of National Communication Strategies on SDGs for Advocacy and Sensitization** Eight countries, Comoros, Federal Republic of Ethiopia, Ghana, Malawi, Mauritania, Rwanda, Sao Tome & Principe, and Uganda, developed mass marketing and communication programmes and materials to strengthen stakeholders' understanding and capacity to mainstream SDGs. Countries that selected this focus area developed SDG-related products to raise awareness of the SDGs, using local and official languages. Good practices include government agencies in Comoros partnering with UNDP to develop a coherent national communication strategy and training programmes to maximize stakeholders' awareness and ownership of SDGs. MoUs were signed with Comorian media syndicates to give priority to SDGs in national and local media broadcasts and advertisements to effectively engage and educate stakeholders on the SDGs.
- **Support to Strengthening of National Statistical Systems** For countries that opted for this focus, the main objective was to ensure that national/subnational statistical systems and tools are accommodative of critical SDG indicators and targets. These countries took important steps towards identifying alignment and capacity gaps and how such gaps could be filled. Through this process countries could also explore how partnerships with UNCT and other partners can be strengthened. Six countries, Cote d'Ivoire, Mali, Mozambique, Sierra Leone, Burkina Faso and Niger focused on this priority area, with very encouraging results.
- **Preparation of National Monitoring Frameworks Including Baseline SDG Report**

This focal area aims to support the conceptualization and institutionalization of monitoring frameworks that would be responsive to the SDG Agenda. Nine countries took on this initiative: Cameroon, Mauritius, Zambia, Namibia, South Sudan, Burundi, Madagascar, Togo, and Benin. The support in this area can also go towards the initiation of national baseline reports on the SDGs. Such a baseline report should provide copious situational analysis of data availability and sources for carrying out progress reporting at the national level on the various goals and targets.

Table 2 ON DEMAND GRANTS

Focus areas	Key Activities	Key Results/outcome	Countries
I. National Dialogues on Integrating the SDGs into National Plans and Budgets	• National policy workshops and dialogues on SDGs	• Identified practical solutions to SDG domestication & mainstreaming	Chad, South Africa, Cape Verde, The Gambia, Lesotho, Seychelles, Gabon
	• SDG benchmarking and mapping exercise	• Developed SDG Result-Based Management systems	
	• Review of national plans and strategies against SDGs	• Initiated alignment between National Development Plans and the SDGs	
II. Development of National Communication Strategies on SDGs for Advocacy and Sensitization	• Advocacy and marketing toolkits to raise awareness on the SDGs	• Capacities for SDGs built for stakeholders (media, youth, women, etc.)	Rwanda, Ethiopia, Sao Tome & P., Uganda, Comoros, Ghana, Malawi, Mauritania
	• Engaging stakeholders in SDGs implementation processes	• Raised awareness through sports, TV, radio, flyers, and billboard.	
	• Building capacity of stakeholders to mainstream SDGs	• Enhanced national partnerships for SDGs	
III. Support to strengthening of national statistical systems	• Evaluating capacity of statistical systems	• Mapped SDGs and evaluated gaps of statistical systems	Burkina Faso, Cote d'Ivoire, Mali, Mozambique, Sierra Leone, Niger
	• Identifying gaps and strengths of statistical systems	• Conducted SDGs data collection exercises	
		• Coordinated institutional mechanisms to mainstream SDGs	
• Built capacities for public servants/SDGs focal points			
IV. Preparation of national monitoring frameworks including baseline SDG reports	• Reviewing and strengthening SDG monitoring frameworks	• Interlinked SDGs and national development priorities	Benin, Burundi, Cameroon, Madagascar, Mauritius, Namibia, South Sudan, Togo, Zambia
	• Analyzing sources for SDGs mainstreaming/reporting	• Strengthened data production capacity for SDGs mainstreaming & reporting	
	• Initiating national baseline reports on SDGs	• Prepared national baseline reports on SDGs	

Learning took place concerning *how to support SDGs* in between tranche one grants and tranche two grants. By the time of the second tranche of grants; however, the SAT provided more structure with a guided framework of four areas as described below. All grant-recipient countries reported on the process and their key results, best practices, and lessons learned. In addition, evaluator surveyed the countries for project

contributions to the regional expected results (see good feedback below). The country technical advisors were interviewed during the evaluation follow-up survey. The activities were reported to have contributed to the practical dimensions of SDGs for each country. The SAT commissioned a summary of the results of the micro grants, and the variety of country-level experiences and approaches to SDG domestication and mainstreaming was reported by participants. The lesson learning report was compiled by the RBA SAT .It contains a summary for each country and notes on practices.

Example of countries testimonials and feedback on the outcome level results during evaluation. See full extent of mainstreaming and results in survey report on related questions 1-9 in Annex 4.
Comoros reported the grants had reinforced the structures' and capacities by supporting those in charge of the coordination of public aid for development, notably the agents of the ministers of foreign affairs and those of the commissariat of the planning.
Lesotho relates that national stakeholders developed an SDG priority list which enabled mainstreaming into the national development plan. Consultations were held in different districts with distinct population groups to ensure inclusivity, including private sector, academia, and civil society.
South Africa reported that the project resources supported engagement with CSOs, who for the first time organized themselves around the SDGs and formed a structure to better work along with partners and respond to the SDGs.
Ethiopia stated the resources supported the national SDG dialogue in 2016, and this support helped to galvanize national engagement to the SDG agenda and to craft the national Action Plan for the rollout of SDGs.
Seychelles reported the project greatly benefited from the involvement of national stakeholders. The first part of the project addressed the prioritization of SDGs at national level, while Grant 2 addressed the integration of SDGs into national development planning.
Cape Verde reported the project support was instrumental as resource support. The funding was used to get national stakeholders involved in the SDG mainstreaming process into the national development plan. Part of it was also used to increase participants' awareness of the SDGs.
Uganda stated that project activities significantly contributed to engagement of stakeholders and national actors at all levels. The high level engagement of political and technical leaders in discussions around the coordination framework created more advocacy, commitment, and ownership at that level. Participation in a Symposium on Economic Diversification and Industrialization in Africa enabled knowledge sharing and learning. In fact, the outcome of the symposium partly informed the ongoing preparation of a new industrial policy for Uganda. Translation of SDGs into ten local languages done in conjunction with Government, civil society, and academia has helped to take SDGs closer to the people. These messages remain freely available in print and soft form for use by any interested stakeholders in their advocacy activities.
In Mozambique , the National Reference Group said the project activities helped in engaging stakeholders and national actors by allowing national dialogues around the 2030 Agenda and the SDGs among the SDG stakeholders. The grant also facilitated dissemination of relevant publications on the SDGs in the country. Mozambique also stated that at the local level the project allowed funding the kick start of dialogue and some training of national officers on SDG mainstreaming.
Gabon reported that the project activities assisted in engaging stakeholders and national actors at the national level by creating a space for exchange and training. Without the resources provided by the project, it would have been difficult to go ahead in the context of the Gabon Country Office to finance such activities.
Sierra Leone reported awareness being built on the SDGs at national level.
South Sudan reported the financing helped galvanize university students across the country and that the processes helped prioritized the SDGs 16, 4, and 1.
Kenya reported that the activities promoted country ownership of the SDGs. The SDG Roadmap developed and launched SDGs mainstreaming in national and county plans.

• Extent actors develop and implement SDGs-based national development plans?

The evaluation survey provided testimonial and feedback on the mainstreaming and integration of SDGs in national development work (see table below). In addition, an early project lesson learned survey of national implementation in 45 countries shows that seven countries received technical assistance to support their national development plans directly including: The Gambia, South Africa, Seychelles, Lesotho, Chad, Gabon, and Cape Verde. These countries have conducted various activities to ensure that the SDGs are effectively reflected in national developments and budgets. Other countries chose activities that supported one of three other possible options (See Annex 3 reports about the result of the four areas of on demand grant support).

The following responses illustrate the national development planning contributions (see full reports based on question 1-5 by all surveyed countries in Annex 4):

Lesotho reported a project focus on creating knowledge, strategy, and mobilization of technical support. UNDP mobilized technical experts on the SDGs to train national stakeholders on RIA, which was reported as strategic in identifying policy and data gaps. Further, project provided technical support and guidance for undertaking a financing flows assessment in preparation for the DFA.
Ethiopia reported the national action planning brought together government, UN, and civil society actors to support the localization, advocacy, and mainstreaming of the SDGs in plans and sector strategies.
The Seychelles reported that the project promoted integration of SDGs into national development planning, and this process is ongoing.
In Cape Verde , project provided resource persons providing part of the SDG training and substantive content to the discussion, especially at group level.
Uganda stated that while there were no direct activities to prepare development plans, the preparation of a coordination framework was instrumental in influencing SDG-based national development planning. It was within the same framework that a national roadmap for implementation of SDGs was developed. Within the roadmap, there are activities such as development of an SDG mainstreaming guide, finance assessment, and others that will directly inform the upcoming Third National Development Plan.
In Mozambique , the project supported SDGs dialogue among key stakeholders. This is very relevant in the Mozambique country context. It also contributed to more actors being abreast of SDG-related matters with the dissemination of SDG-related products.
Gabon's involvement in the project activities helped national actors develop and implement SDG-based national development plans, knowledge of planning process, the national development plan, and the tools for alignment of the national development plan to the sustainable development goals.
In Sierra Leone , the project technical assistance enabled them to develop the concept note. They are participating to set up an SDG parliamentary committee, aligning the SDGs to the national development plan and also ensuring that the national budget reflects the goals.
Mozambique the assistance helped them created a national platform among SDG implementation sectors and actors, which gave a boost to the SDG mainstreaming.
In South Sudan , the assistance supported National Development Strategy mainstreaming of the SDGs with clear indicators.
In Kenya , the work resulted in a baseline of 128 SDG indicators to monitor the SDG coordination structure and established production and presentation of VNR at the 2017 HLPF.

• Extent the country actors effectively costed the implementation of the SDGs and budget appropriately?

The survey results clearly show there has been different levels of budget and costing integration achieved. See the full extent of the reported results in Annex survey results question. x. That while the "on demand" grants enabled innovation in budgeting and costing SDGs, mostly countries worked through the most relevant entry point, pathways that were natural. Based on country survey (around costing and budgeting activity) there was appreciation for the flexibility the grants provided to experiment and learn.

Lesotho reported activities supported awareness of the potential financing flows. Having committed to undertaking the DFA, they are expecting the integrated framework to help the country to define resource mobilization and financing strategies better. Others reported varying experiences.
South Africa reported that as a result they are more effective in financial resources management. A budget was prepared which guided resources use.
Ethiopia , on the other hand, said support helped to shape the prioritization of the activities to effectively mainstream the SDGs. The second tranche of \$10,000 USD, though small, was used to produce an SDG music and video on Gender Equality and Women's Empowerment (SDG 5) that had great impact in advocating women's empowerment.
Seychelles stated that the project advocated setting up a structure to monitor the implementation of the SDGs at national level.
Uganda reported that the Coordination Framework and the National Task Force on SDGs provided an avenue that enabled the Planning Technical Working Group to integrate SDGs in the Certificate of Compliance, a framework that annually analyzes and reports on the level of compliance of the budget to the National Development Plans. In addition, the planning capacity building exercises for sectors and subnational governments within the Planning TWG of the Framework also contributed to increased awareness of the need to allocate resources towards SDGs.
In Gabon , the process of the budget alignment for the implementation of the SDGs is not yet achieved.
In Sierra Leone , the project helped them monitor the implementation process to ensure value for money.
Mozambique reported the efficiency, with the stakeholders have HACT training every year and project enjoyed active participation to bring direct impact on their ability to handle the project budget for SDGs.
South Sudan the engagement enabled the cabinet to remove the fuel subsidy.
Kenya the support helped budget mainstreams the SDGs, and Government has identified four priorities: manufacturing, food security, affordable housing, and universal health coverage to accelerate progress on the SDGs.

- **Extent the actors were enabled to exchange experiences with other countries on a sustainable basis?**

Countries provided testimonials also on this aspect during the evaluation. The project in this regard was an enabler for knows sharing. The work and the project platform itself enabled partner and countries to learn together (see capacity building approach analysis below) by doing. The knowledge sharing platform provided by the project is a key aspect for sustainability and for follow up. (Also see recommendation on the knowledge sharing for SDGs below). Beyond the two tranches of micro grants discussed above, countries reported the following on their experiences:

Lesotho Support helped mobilized technical support from the Singapore Global Centre for Public Service Excellence and South Africa Public Service Innovations to train on application of innovations and foresight for public service management and development planning. This support was useful for the developing the National Strategic Development Plan.
South Africa the financing enabled the focal points to learn about SDG partnerships from other countries.
The Ethiopian counterparts reported the final project learning workshop held in Astana on Economic Diversification and structural transformation was a good platform for countries to exchange knowledge

and experiences on the best practices. It also enabled countries to learn from Kazakhstan on areas where they had success.
Seychelles Learning from other countries' experience noted, especially from South Africa for preparation of the SDG Baseline Report.
Cape Verde Exchange of knowledge and information happened with the participation of people from different islands in the process. They had not been exposed before.
Uganda The Symposium on Economic Diversification and Industrialization in Africa created a platform for Uganda to share its experiences with other countries. The paper focused on the status of economic transformation in Uganda.
Mozambique Use of the grant was oriented to enhance national dialogue.
Gabon the project helped national actors to exchange knowledge and information with other countries but reported this is not yet on a sustainable basis.
Sierra Leone A voluntary report came from this country on the SDG implementation to the High Level Political Forum.
Kenya "The role of ICT in Structural Transformation: The Experience of Kenya" was shared with other countries in Astana in 2017. "The role of the Private Sector in Implementing the SDGs" was shared by Safari.com with UNDP Ethiopia. Kenya's Unified Social Registry was shared with other countries recently in Addis Ababa.

• Output 2: South-South and triangular cooperation partnerships established and/or strengthened for development solutions

• Extent the project engaged actors to showcase best practices in mainstreaming the SDGs in national development planning and implementation of the SDGs in Africa.

The project and partnerships provided a good platform and events for showcasing work on mainstreaming the SDGs. The project was a platform for cross-regional sharing on development solutions. The events plotted by the partnership and project platform also promoted collective engagements and continued learning together. The following illustrate some of the most significant activities taken in this area:

The project organized a training workshop for diplomats was organized in Addis Ababa, Ethiopia, with the theme “Strengthening Bilateral and Multilateral Diplomacy in the Context of Sustainable Development Goals.” The workshop was a collaborative effort between the Government of Kazakhstan and UNDP with direct logistical support from UNDP RSC -7–8 June 2016. The workshop's goal was to strengthen the role of the Ministry of Foreign Affairs in facilitating the implementation of the SDGs by deepening diplomatic capacity and promoting the use of South-South Cooperation. The specific objectives were to share experiences on how international diplomacy (bilateral and multilateral) is shaping socio-economic transformation and human advancement within Africa and in Kazakhstan and how this could be used to leverage the implementation of the SDGs to discuss how the civil service system could help rollout and implement the SDGs agenda in Africa and Kazakhstan. This was noted as a possible platform for longer term development exchange among African and Kazakhstan diplomats to support mutual exchange of ideas and practical solutions to emerging development challenges.

Events in New York A high level briefing took place with support by the project on the UNDP-Kazakhstan project with African Permanent Representatives. Objectives of the collaboration and project, including priorities for 2016, were developed in March, led by the Kazakh Mission. The briefing took advantage of the presence of Deputy Minister of Foreign Affairs Ashikbayev, who was in New York on that day. The briefing, which took place during a working lunch, mobilized at least 75% of the African PRs in New York.

A second meeting took place in New York on 29 June 2016, under the theme "Domestication of SDGs and Agenda 2063" at country level. Led by the Kazakhstan Mission in New York,^{xix} it further highlighted the UNDP/Kazakhstan partnership as part of SSC for effective SDG implementation.

A *Symposium on Promoting South-South Development Exchange on Economic Diversification and Industrialization in Africa in the Context of the SDGs*^{xx} was organized by UNDP in partnership with the Government of Kazakhstan and the Astana Civil Service Hub to promote a development policy exchange for African countries on programmatic and strategic imperatives that can help countries transform their economies towards industry, job creation, and inclusive growth. The symposium, which attracted senior government officials among the 83 participants from 41 countries,^{xxi} focused on identifying and showcasing good examples from countries in the global south that have successfully transformed their economic structures. The workshop emphasized the need to ensure that development in Africa is anchored on diversified and industrialized economies to ensure resilience and inclusive growth to ensure reductions in poverty and inequalities on the continent and push Africa towards a sustainable development pathway. At the end of the 4-day meeting, which included a study tour to three industries at the special economic industrial zones, participants^{xxii} had gained the following:

- A practical understanding of the benefits of diversification and industrialization for sustainable growth by stakeholders,
- A better understanding of existing opportunities, partnerships and collaboration with South-South partners,
- Shared ideas, lessons, and policy advice on economic diversification and industrialization.

Countries reported on the grants and the financial support in Annex survey. The survey results show that reportedly enabled them to engage in key international events and to showcase their learning imparted by the project, including engaging with the experiences of others nationally and internationally, as follows:

Lesotho the support facilitated engagement of the national stakeholders for mainstreaming the SDGs in the NSDP.
South Africa report the support of Goal 17 helped develop partnerships and the crucial role of CSOs in promoting Goal 16.
Ethiopia the support from Kazakhstan was used to organize the inaugural national workshop on SDG rollout in Ethiopia and helped to galvanize support across multiple stakeholders as well as to forge a common voice on the SDGs implementation.
Seychelles UNDP has been involved with the visioning and NDS formulation.
Cape Verde the project was certainly useful in supporting SDG mainstreaming work in conjunction with the preparation of the new 5-year national development plan.
Mozambique the project support activities enabled the country's engagement with other stakeholders in mainstreaming the SDGs by strengthening dialogue among key stakeholders through the Mozambique SDG National Reference Group.
Gabon the engagement of other stakeholders was solicited in mainstreaming the SDGs was helped thanks to the financial resources provided by the project.
Sierra Leone the learning ensured that the SDGs were aligned to the national development plan and also mainstreamed into the national budget process.
South Sudan the project created the opportunity to articulate a national development strategy and update the fragility.
Uganda The Astana Symposium on Economic Diversification and Industrialization in Africa created a platform for Uganda to share its experiences with other countries and learn from Kazakhstan. In addition, nationally, the inclusion of civil society and private sector in the Coordination Framework, the National Task Force, and strategic guidance for SDGs as well as implementation of aspects of the roadmap have

created a closer relationship between state and non-state actors, with the latter being seen more and more as important allies in mainstreaming and implementation of the Agenda. These stakeholders have also been involved in reporting processes as well as national and global discussions on SDGs.

Kenya Kenya's Unified Social Registry with Zimbabwe was mentioned as promoting good learning.

Output 3: Mechanisms in place to generate and share knowledge about development solutions

• Extent sustainable mechanisms were put in place to generate and share knowledge about development solutions regarding the SDGs?

As mentioned, the project was an important platform for sharing experiences on national execution while the events and the participation in global dialogues promoted interregional sharing, learning, and dialoguing. The question raised by the evaluation was concerned with project sustainability. What will sustain the knowledge sharing and the learning together about SDGs implementation in Africa? The evaluator learned that the UN commissions have a role in regional knowledge platforms for SDGs, and perhaps this link is an avenue that might be explored. As per project planning, key events were executed for generating and or sharing knowledge and developing knowledge products about development solutions (SP output 7). The project strategy promoted joint country sharing and learning through the following specific event mechanisms:

- Participation of 24 African countries at COP 21 in Paris (with a total of at least 70 participants) with an expenditure of about \$291,624.00 USD. Value addition to COP 21 was a coherent and unified African position. The participation of African countries at the COP 21 increased African voices and strengthened the African position towards its outcomes.
- A follow-up meeting to COP 21 (Ministerial Meeting) which took place in March 2016 in DRC. The meeting was supported by UNDP financing of about \$75,000 (as a partner contribution to the project).

The project supported Least Developed Countries LDC graduation among African countries. Participants reported this exercise providing participants with important background information and a platform for a consensus necessary for future SDG work. LDC graduation initiative was a platform for knowledge sharing and documentation. Two activities were undertaken under this initiative: a study and a publication on the risks of graduation in Africa, which is in progress with an initial draft report produced in May 2016. A final report of the study is soon to be finalized. A High-Level Side Event on the margins of the High-Level Mid-Term Review of the Istanbul Programme of Action (Qipao) took place in Antalya, Turkey (28 May 2016).

This event provided visibility to the Government of Kazakhstan and the partnership it has with UNDP. Up to 45 countries attended. Distinguished guests included the UNDP Regional Director of Europe and the Commonwealth of Independent States, the Deputy Foreign Minister for Kazakhstan (Minister Ashikbayev), Foreign Affairs Minister for Benin, Deputy Foreign Minister for Liberia, other selected ministers from Africa, and Senior Government Representatives from the invited countries. Knowledge sharing was promoted through the highly successful Interregional Exchange and Learning Symposium on Promoting South-South Development Exchange on Economic Diversification and Industrialization in Africa in the Context of the SDGs ^{xxiii}(discussed earlier.) In addition, feedback was compiled from the recipient countries on this aspect. Some countries reported on how the project support helped them set up internal national mechanisms, while others reported on the sharing and the learning as a result of their engagement in key events, such as the Astana symposium in Kazakhstan. The countries surveyed reported on the practical implication of the knowledge sharing internationally, nationally, and regionally (see full survey results in Annex):

Lesotho in the context of the leaving no one behind principle, the project support facilitated development of a song on SDGs in a local language for increased outreach, advocacy, and knowledge of the SDGs. The project further supported development of an SDG poster in braille for the visually impaired. These two initiatives were aimed at building sustainable foundations to enable broader stakeholder engagement and to facilitate creation of development solutions for SDGs.
South Africa the organizational structure developed by the CSOs enabled them to engage with the Government during the development of the Country Baseline report.
Seychelles Project support helped them to establish an SDG baseline report.
Cape Verde While the country did not have these kinds of mechanisms, through this project, it started a reflection to revamp the entire M&E system for national planning and SDGs to increase transparency and accountability on SDG. For the next step, it is planning to look into the feasibility of establishing a national SDG platform.
Uganda the framework and the National Task Force on SDGs are recognized as being the most important mechanisms to generate and share knowledge.
Mozambique the project supported the diffusion of national documentation related to SDGs.
Gabon the results registered are associated to the project.
Sierra Leone Various SDG national platforms were established, such as an SDG parliamentary committee. A simplified SDG version document was developed to reflect national issue.
Mozambique the platform created allows the actors to sit down and exchange experiences on SDG mainstreaming, which allows them to gather development solutions.
Kenya the country noted that the Voluntary National Report 2017 SDG Policy Gap Analysis was useful to them.

SECTION 4

4.1 Key Lesson Learned and Conclusions

The project support has been very relevant, meeting the demand from the African countries for critical engagement as per follow-up SDGs events in 2015–17. The evaluation finds the project's timing, learning exchange modality, and the donors' trust in UNDP for guiding the programme implementation to be three factors critical to the project success (doing what it set out to do: kick-start SDGs and enable partnerships for SDG implementation). The SAT support was nimble, pragmatic, and strategically focused on building partnership and platforms for learning together. Such a monitoring framework enabled the cross-regional management and technical coordination for building a partnerships and guiding countries to early implementation of SDGs. This included the first steps of aligning the 2063 integration process with SDGs and identifying a framework for implementation at the national level.

The project provided excellent lessons learned across all expected outcome areas. In addition, there were important lessons learned concerning the SSTC modality towards SDG implementation. The strategic element of the gatherings and platforms was instrumental as well in enabling the African nations to participate with a concerted voice in key international events, i.e. COP21. The work on LDC graduation planning was noted as being essential for government to think through the cost and benefits in graduation towards middle income status for the SDGs. Additionally, through its focus on LDCs, the approach and scheduling of key activities enabled the governments to provide their own pathways and entry points towards change using the four-part regional framework.

The following summarize the key lessons learned as shared by the respondents to the country survey):

Table 3 Country Testimonials and Lesson Learned (Also refer to final Annex -Survey results)

In retrospect, there could have been more lead preparation for that event, i.e. COP 21;
Partners must be realistic as to which results are measurable;
In terms of UNDP, how we move across bureaus on management of SSTC needs to be very clear or these could become orphan projects and not so strategic;
UNDP needs to find better ways to look at these projects more holistically, such as when the administrator meets with an emerging donor like Kazakhstan, to fully engage on what that project has been doing to support peace and solidarity and progress. An Asian in post-soviet states looks at his [state] more holistically, so [his vision is] technical but [with] more political motivation;
Success has been about leadership and strategic management—technical projects with political motivations and linkages—special babies—so we need more attention on strategic projects and seeing where the linkages are for the momentum to move on;
Countries need national-level suggestions for exit strategies;
<p>Countries would like advice on how to support and assist the CSOs to implement some of their initiatives;</p> <p>Countries need advice on resource mobilization strategies for taking forward their processes. {With} financing, allowing for a longer period of implementation [is a consideration]. The time frame allocated is too short to allow for a greater impact;</p> <p>It is recommended that this project continue as it has influenced the agenda positively. However, it would require more significant resources as we move towards actual implementation and creating enablers for reporting;</p> <p>Countries would like more support. Resources are required;</p> <p>The fund was limited in amount and with a very short span. It should be done in a more consistent [way] and [with a] larger span of time. The fact that the fund was focused on a specific output helped the focus, but more options for outputs should be open in the future;</p> <p>Include publications for a knowledge product booklet;</p> <p>There should be more SSTC among countries to address most countries' development challenges.</p>

Now that the project has begun the regional and interregional learning together and is sharing it, it is important to consider how to continue the follow-up. While the SSTC project was a good vehicle, the sustainability of the learning approach is key. The experience also shows the need for a mechanism for continued regional and interregional knowledge sharing and learning exchange. The SSC Partnership indicators for measuring what has been learned and how partnerships have been strengthened during SSTC workshops need targets and indicators.

SECTION 5

5. Discussion Area, Next Steps

Unfinished Business

The project has begun important SDG integration and partnership processes, and now there is the unfinished business of implementation and learning together. Would it not make sense to continue with the processes begun, such that all countries can follow-up all four areas of the framework tested, undertake national RM strategies, and fully integrate the SDG into their national planning frameworks and continue to engage and learn through a cross-country learning platform? Now that SDG processes have started, and countries have begun the process of mainstreaming and integration, a principle question raised by the work is what could

this project's sustainability and its follow-up be? Consolidation of learning and scaling up and deepening activities are essential.

Exit Strategy

First, the project needs to provide recommendations to each country on how to deepen the work. Second, it needs to consolidate the wide breadth of knowledge products, including good practices created from events and activities, possibly in a final product booklet about learning from the project on early SDG implementation: “Learning, Framework, and Practices in Implementation.” Third, the project team can contact the UN regional commission’s response for regional knowledge sharing on the SDGs, sharing project work, and discussing follow-up regional sharing platforms and mechanisms. Processes have begun, and countries have implemented at least one or two of four possible grant areas. Many countries expressed that they would like to refer to the knowledge products and experience shared throughout the region by the project.

Specific recommendations follow:

Ministry of Finance MOFs advocate for a regional-level engagement platform for sharing SDG-related events and for learning about the process related to SDGs;
All partners can take stock of recommendations from the Survey respondents for further deepening the scaling rollout of national policy work; UNDP support further government consolidation and deepening of the ongoing work, perhaps considering the capacity development need for all four areas and developing a proposal for further capacity building and scaling up the efforts at the national level;
UNDP can provide further support for documentation all project knowledge products and best practices. (The Astana outcome document was reported as having a rich menu of information and should have been produced as a Policy Brief for sharing with a wider audience. All concerned should consolidate the national implementation good practices into a good practice report for further advocacy and implementation across countries.) UNDP can make an advocacy report on four part outcome framework for integration and coherence of mainstreaming Agenda 2063 and SDGs;
UNDP can highlight to its management on the success of this modality - SSC project modality is important modality providing a political and a technical role in supporting the early SDG implementation and should be lauded as strategic for promoting political agendas for peace and solidarity. The UNDP administration needs to be briefed on such exercises;

Bibliography and Further References

2018 Final Project Status Report Africa – Kazakhstan Partnership for SDGs

Statement on the promotion of the Sustainable Development Goals in Kazakhstan Astana, 22 November 2016

Status of delivery related to the on demand CBI transferred funds of \$12,500

Workshop on Integrating Agenda 2030 for the Sustainable Development (SDGs) and Agenda 2063 into National Development Plans and Strategies in Eastern and Southern Africa. The Capital 20 West, Sandton, Johannesburg 15–16 June 2016 Summary Report

Summary Report of the Central and West Africa Workshop on Integrating Agenda 2030 for Sustainable Development and Agenda 2063 into National Development Plans and Strategies 21-22 June 2016, King Fahd Palace Hotel, Dakar – Senegal

High-Level Panel on “Emerging Opportunities and Risks of LDCS Graduation in Africa in the Context of the SDGS.” Antalya, Turkey, | 28 May 2016, 12:00–13:30pm, | Adriatic III, Hotel Titanic Belek
Organized at the margins of the High-Level Mid-Term Review of the IPoA for LDCs, Antalya, Turkey, 27–29 May 2016.

Project Results and Resources Framework

ANNEX 1: TERMS OF REFERENCE TOR

Task 1

- 1) Developing a Theory of Change (TOC) on how project activities contributed to the national integration of SDGs and the SSTC regional African partnership for sustainable economic and social development.
- 2) Defining the core evaluation questions and identifying source of information based on OECD DAC criteria, Evaluation Matrix.

Task 2

- 3) Collecting data to test and validate (or reject) the TOC Current Project Design in order to further refine it, establish the mechanism by which future SSTC partnership might contribute to SSTC for the SDGs and the implementation of the Paris agreement, evaluating the contribution (through mixed qualitative and quantitative data), and benchmarking against project activities in two output areas.

Task 3

- 4) Explaining the contribution to the SSTC and regional cooperation goals by delving into focus groups and conferring with key SSTC informants.
- 5) Explaining the substantive contributions to the SDGs (by delving into the details of four good practice case studies).
- 6) Drawing lessons from both #4 and #5 for the SDGs.

ANNEX 2: ORIGINAL AND UPDATED LOG FRAME

Project Document Results Framework (Oct 2015–Oct 2016) Granted one year no cost extension April 2017–December 2017) \$2,100,000 USD

Development of debates and actions at all level to prioritize poverty, inequality, and exclusion, consistent with our engagement principles (RPD outcome 4 and SP 7)				
Outcome indicators are stated in the Regional Programme Results and Resources Framework including baselines and targets				
Key Result from the Strategic Plan: Sustainable Development Pathways				
Output Targets	Annual Target	Indicative Activities	Responsible Parties	Inputs \$
Output 1 Capacities of MOFAs and relevant ministries are strengthened to engage in regional and global debates around the SDG agenda	A number of capacity events are tailored to the request of African countries. Participation of officials from the 45 African countries to the COP21	On demand capacity building type support to 45 African countries, for example expert discussion on the risk of LDC graduation (to MIC) in the context of the SDGs in the African and national stakeholder forums.	Strategy and Analysis Team RBA, Regional Hub for Africa, UNDP country offices in 45 countries. Embassy of Kazakhstan in Ethiopia.	1,800,000
Output 2 Cross-regional Dialogue between African and EICS in support of the SDG achievement	Regional and Global meetings on SDGs held, bringing together African MFA and other relevant officials. (45 countries)	Support the MFA and the relevant ministries to participate in the key global development events in 2015 and 2016 including the COP21. African group side event on the margins of UNDP@ 50 Ministerial, organized in New York Prepare concept note for African-Kazakhstan Partnership for SDGs.	Strategy and Analysis Team RBA, Regional Hub for Africa, UNDP country offices in 45 countries. Embassy of Kazakhstan in Ethiopia. Regional Hub for Civil Service in Astana Permanent Mission of Kazakhstan to the UN in New York.	200,000 MFA 100,000 Civil Service Hub

Table 4 Final Report Log frame

Outputs	Activities
Output 1 Capacities of Ministries of Foreign Affairs and relevant ministries and agencies strengthened to engage in global and regional development debates.	<ol style="list-style-type: none"> i. Facilitate participation of African officials from 45 countries in COP 21 (December 2015). ii. Carry out on demand capacity building activities and events in beneficiary countries (2 rounds of Microgrant initiatives in 2016 and 2017). iii. Hold regional workshops on SDG and Agenda 2063 domestication (2016) iv. Conduct an evidence based study on the risks of LDC graduation. (2016) v. Facilitate expert discussions on LDC graduation in Africa (2016).

Output 2 Cross-regional dialogue and partnerships strengthened between Africa and EICS in support of SDG achievement.	<p>I. Facilitate PR Briefing to African PRs on the UNDP/Kazakhstan Partnership, Addis Ababa, Ethiopia. Jan 2016. Theme: Enhancing Partnerships for the Achievement of SDGs and Agenda 2063 in Africa.</p> <p>ii. Facilitate PR Briefing to African PRs on UNDP/Kazakhstan Partnership, 29 June, New York: Theme: "Domestication of SDGs and Agenda 2063" at country level. (2016)</p> <p>iii. Promote on demand capacity building and South-South exchanges on SDG implementation/achievement: Training for African Diplomats, June 2016; Addis Ababa, Ethiopia. (2016)</p> <p>iv. South-South Exchange on Economic Structural Transformation and Diversification in the context of SDGs, 14-17 November 2017; Astana, Kazakhstan.</p>
Periodic Review/Board Meeting	Program for an annual review of the project and Board meeting before the end of the project.

Project Time Line

Date	Event/Output/Regional Outcome Contribution	Activity	Evaluator Notes
September 2015	Meeting about new SSTC project in New York.	High Level Decision Made	Strategic political decision made. Follow-up was to quickly start in order to help countries go to COP21. Time was critical to put formal document in place.
October 2015 UNDP Headquarters	Project signed	LPAC on Pro Doc	The broad programme ideas needed focus refinements. The programming focus and process was discussed in October. During LPAC meeting, ideas were refined, and decision was made to focus on support to SDG implementation and promote learning exchange and partnership. Focal point was to be MOFA, but national implementation would involve other sectors.
December 2015	Output 1 Regional Programme 4.1, 4.2, and 4.3	1. Member Country participation at COP 21 in Paris.	<p>Participation of 24 African Countries at COP 21 in Paris (total of at least 70 participants) with an expenditure of about \$291,624.00 USD. Value addition to COP 21: a coherent and unified African position. The participation of African countries to the COP 21 increased African voices and strengthened the African position towards the outcomes of COP 21.</p> <p>While stated as an output supporting capacity for development debates, the activity supports interregional knowledge exchanges and learning.</p>
January 2016	Output 2 Regional 4.1, 4.2, 4.3	3. Side event on the margins of the AU Summit (SSC and SDGs)	Side event on the margins of the AU Summit on South-South Cooperation and SDGs was presided over by the Kazak Deputy Foreign Minister, the Ethiopian Minister of Foreign Affairs, and the UNDP Regional Service Centre Director. 40 participants

March 2016	Output 2 Regional Programme 4.1, 4.2, and 4.3 Platforms	2. Regional follow-up meeting to COP 21 (DRC Ministerial Meeting)	UNDP financing of about \$75,000 USD
March 4, 2016	Project Board Meeting UNDP headquarter	Note: Work plan discussed and on track. RBA to send a message to country offices for the on demand country needs for capacity building needs. Up to \$550 has been set aside for this purpose. Country offices will be given up to 2 weeks to respond to the request, and implementation is expected to last for up to 3 months. The importance of responding to on demand country capacity requests could not be stressed enough at a time when countries were in the process of adjusting the national programmes for SDG and Agenda 2063 implementation.	Ms. Ruby Sandhu-Roxon, Deputy Assistant Administrator and Deputy Regional Director, UNDP Regional Bureau for Africa (Chair); Mr. Barlybay Sadykov, Deputy Permanent Representative of the Republic of Kazakhstan to the United Nations; Mr. Akan Rakhmetullin, Director of the Multilateral Cooperation, Ministry of Foreign Affairs of the Republic of Kazakhstan (via skype); Ms. Tuya Altangerel, Deputy Resident Representative, UNDP Kazakhstan (via skype); Ms. Eunice Kamwendo, Policy Advisor, UNDP Regional Bureau for Africa; Mr. Ayodele Odusola, Chief Economist and Head, Strategy and Analysis Team, UNDP Regional Bureau for Africa; Mr. Dmitry Mariassin, Team Leader, New Partnerships and Emerging Donors, UNDP Istanbul Regional Hub for Europe and the CIS; Ms. Irina Goryunova, Programme Analyst, UNDP Kazakhstan (via skype); Zhanar Kul-Mukhammed, Project Specialist, UNDP Kazakhstan (via skype); Ms. Nazik Abdyeva, Country Liaison and Coordination Analyst, UNDP Regional Bureau for Europe and CIS; Ms. Anna Sinelnikova, Country Liaison Associate, UNDP Regional Bureau for Europe and CIS
May 2016		LDC study and a publication on the risks of graduation in Africa, initial draft report produced in May 2016	Draft report May 2016. Evaluator has not received the final report yet (August 20, 2018). Expected final draft of the report by March 2018. Note: Recommend advocacy event as next step.
28 May 2016	Output ? Regional Programme 4.1, 4.2 and 4.3	High-Level Side Event on the margins of the High-Level Mid-Term Review of the Istanbul Programme of Action (IPoA) ^{xxiv} Antalya, Turkey (28 May 2016)	Noted as a strategic activity promoting the participation, SS collaboration, and advocacy of a joint African voice from least developed countries.
May 2016		Briefing on Project in New York led by Kazakh mission	Noted strategy for promoting partnerships between African and Kazakhstan. High attendance. The briefing took place at a working lunch and mobilized at least 75% of the African PRs in New York
June 2016	Output 1 or 2? Activity Regional Programme 4.1 , 4.2, and 4.3	Training for African Diplomats, June 2016; Addis Ababa, Ethiopia.	The workshop was a collaborative effort between the Government of Kazakhstan and UNDP with direct logistical support from UNDP RSC from 7 to 8 June, 2016. The goal of the workshop was to strengthen the role of the Ministry of Foreign Affairs in facilitating the implementation of the SDGs by deepening diplomatic capacity and promoting the use of South-South Cooperation.
March 2016		Survey sent to 45 countries on what countries need in terms of support	RBA sent a message to country offices for the on demand country needs for capacity building needs. Up to \$550 has been set aside for this purpose. Country offices will be given up to 2 weeks to respond to the request, and implementation is expected to last for up to 3 months. The importance of responding to on demand country capacity requests could not be stressed enough at a time when countries were in the process of adjusting the national programmes for SDG and Agenda 2063 implementation. •

21–22 June, 2016		1. Dakar Regional stakeholders' meeting/training on SDG implementation in Africa. 105 participants were in attendance. including top government officials (including two ministers), delegations from Liberia, countries' representatives from civil society, academia, and the UN.	Noted by participants as excellent inputs for SDG integration planning and further implementation. Outcome 1 project implementation national CB planning "how to," i.e. entry points, synergies, and integration, 2063-SDGs and regional exchange on SDGs.
15–16 June 2016	Output 2	2. South Africa, Regional stakeholder's meeting/training on SDG Implementation in Africa. A total of 160 and 105 participants in Johannesburg and Dakar respectively attended the workshops	
July 2016	Output 1		
November 2016?	2. On demand capacity building Initiatives from 45 countries.	A total of 43 African countries received support in specific areas of demand to promote SDGs mainstreaming. High level policy dialogue as well as for other forms of capacity building beyond SDG domestication directly. On demand country support reported as organizing outreach, training and workshops on SDG domestication, implementation and mainstreaming at country level; conducting needs assessments and costing for SDG training and towards renting or purchasing of equipment and services needed for SDG related events at the country level. In some cases, these resources went towards specialized training and conferences on SDGs in general. Implementation on this activity started in late April 2016 through small grants of \$12,500–\$15,000 USD per country. Up to \$500,000 USD was planned for this activity to support the activities that were identified by Ministries of Foreign Affairs and Planning.	This model was extended to year two of extended project when 370, 000 more financing was delivered with a clear guiding structure for 4 areas. Expressed learning based on first grants.
January 2016-	Side event (visibility engagement) the AU Summit (SSC and SDGs)		
February 2016 CDRs show. Transfer of funds to LDC in RBAS	SDGs financing and dialogues support	Arab States Bureau, Three African countries	Transfer of resources to Djibouti, Somalia, and Sudan under the Regional Bureau for Arab States (RBAS), a total of \$45,000 USD/country- why ???
June 2016		Promote on demand capacity building and South-South exchanges on SDG implementation/	

		achievement: Training for African Diplomats, June 2016, Addis Ababa, Ethiopia.)	
14–17 November 2017	Output 2	2. Regional Meeting on findings of the risks and opportunities to LDC Graduation and IPOA, Side Event Antalya, Turkey Astana meeting, South-South Exchange on Economic Structural Transformation and Diversification in the context of SDGs, 14–17 November 2017; Astana, Kazakhstan.	Symposium on Promoting South-South Development Exchange on Economic Diversification and Industrialization in Africa in the Context of the SDGs: Organized by UNDP in partnership with the Government of Kazakhstan and the Astana Civil Service Hub to promote a development policy exchange for African countries on programmatic and strategic imperatives that can help countries transform their economies towards industry, job creation, and inclusive growth.
29 June, 2017		1. PR Briefing to African PRs on UNDP Kazakhstan, (proposed theme: Domestication of SDGs and Agenda 2063 at country level)	
July 2017		second tranche of microgrants delivered. On demand Capacity Building and South-South exchange on SDG implementation/ achievement.	1) Strengthening National Dialogues on integrating the SDGs into national plans and budgets, 2) development of national communication strategies on SDGs for Advocacy and Sensitization, 3) support to strengthening of national statistical systems, and 4) preparation of national monitoring frameworks including the preparation of baseline SDGs reports. Altogether, the project disbursed a total of \$940,646 USD for the first and second round of the on demand country microgrants. Evaluator took note of RIA practices and the four areas as a good programming framework for mainstreaming at country level. For instance, "Some grant recipients went on further to conduct SDGs data collection exercises to develop a timely understanding of gaps in national statistical systems and strengthen their capacities for data production and SDGs mainstreaming accordingly. In collaboration with UNDP, other countries also undertook RIA of their National Development Plans to ensure alignment between SDGs and national development strategies/priorities."
??	Countries provided reports on grants?		Summary report developed. See microgrant survey and report, Annex to final report (2018)
Kazakhstan meeting with James and Eunice?			
February 2018		1. Annual review of the project and Project Board meeting.	

ANNEX 3: EVALUATION DESIGN MATRIX

EVALUATION MATRIX* A guide for interviewing stakeholders and partners and final analysis and reporting (to be cross-referenced with strategic question areas above)

<p>Draft Evaluation Matrix: Assessing the Kazakhstan-African partnership contribution to building capacity for National SDG planning and costing, and for global dialoguing/learning for SDG- and CC-related development solutions.</p> <p>How can we understand the relevance and effectiveness of the projects CD interventions, developing capacities, and building partnerships (through SSC) between Kazakhstan and Africa (45 nations) for national SDG planning and monitoring, enhanced negotiations and learning; through participation in global events and dialogues around SD and CC issues. Basically, we need to know if the project is contributing to planning and costing SDGs and for participation, learning, and international dialoguing at global events. It is asking how the project is doing this and what changes it is generating?. Are the project and its implementation approach creating the expected change? If so, how much and would it have happened in the absence of the programme?</p>			
Main Question	Criteria: Sub-questions	Methods	Sources of Data Collection
RELEVANCE: IS THIS THE PROJECT CHANGE REQUIRED?			
<p>Are the projects' 2 outputs contributing to the Regional and National level expected outputs and outcomes? Are these the correct targets?</p> <p>4.1 Enhancing African Ownership, coherence, and engagement in the SDGs,</p> <p>4.2 South-South and Triangular (UN supported) cooperation partnerships established and strengthened for development solutions?</p> <p>4.3 Mechanisms in place to generate and share knowledge about development solutions (SP output 7.7)</p> <p>(Is this the enhancement type changes we want?)</p>	<p>Global and Regional</p> <p>What is the actual demand for the expected contribution towards results and the ownership of the project)as expressed by SSTC partners?</p> <p>How do this project's stated objectives feature in international agreements and national level policy documents?</p> <p>National Level Demand and Relevance</p> <p>What type of project level support was provided for national level microgrant design, i.e. national project log frame and TOC setup?</p> <p>At national level, has there been a capacity needs assessment (national, sectoral, organizational, key stakeholders) conducted to set up national level baselines and inform the actions and interventions?</p> <p>Has the improvement or outcome in relation to enhanced capacity for SDG planning and costing and enabling environments been clearly articulated in the microgrant documents?</p> <p>What are the guiding principles for the design and delivery of the CD for the SDG planning? Are the specific interventions needs based? Do they relate to the identified risks? Are national systems and existing capacities and processes being used, including for CD, around ME systems, for learning and knowledge management (sharing experiences and information collection) and learning?</p>	<p>Mixed: Any combination of formal social science methods: Surveys, focus groups, interviews</p> <p>Econometrics/statistics: Modeling, statistical analyses, stochastic baseline and deterministic baselines, normalization</p> <p>Experiment-related methods: case studies, experimental design, quasi-experimental design, propensity score matching, phased pipeline, purposeful sampling, regression analysis</p> <p>Participatory methods: most significant change analysis, beneficiary monitoring, limiting factor analysis, outcome mapping, reconstructing baselines (recall techniques)</p> <p>Iterative methods: sequential targeting, results based monitoring, theories of change, stepwise approach, contribution analysis, scenario building, contextualization, rolling baselines, reconstructing baselines.</p>	<p>Project and National Level Reports</p> <p>Sectoral data sets and inputs</p> <p>Stakeholder Interview (Donor , Government , NGOs, UN, other)</p> <p>MOFA Beneficiary Interview, Project monitoring documents</p> <p>Synthesis Reports, Mission Reports, Reflection and feedback from stakeholders, Project Board documents and minutes</p> <p>Quality Assurance and peer reviews, global corporate reporting (i.e. ROAR and Global Programme Results Framework), Output Reports, thematic focus reports (i.e. Data, Ageing),</p>
What are the perceived risks and assumptions?	What are the assumptions underpinning this project's strategy and design expected results?		Guidance papers and reports,

	<p>Are the programme level results smart and do they have a logical relationship regional and national?</p> <p>Did these affect the implementation towards results? i.e. that project level outputs would contribute to Regional Level Expected Results Outcome 4, the UNDP Strategic Plan 2014–2017? How did this work in practice? Is there anything missing or that needs to be changed at mid-term?</p> <p>Kazakhstan: According to the strategy, Kazakhstan expected partnership, including bilateral ties promoted (note: there is no output or indicator in the design to measure success or plan activities.)</p> <p>45 African beneficiary governments: Is there mainstreaming-planning for SDGs and promotion of cross-regional partnerships including learning from the experience of Kazakhstan?</p> <p>For UNDP Corporate 2014–2017 goals: Governance, Disaster Risk Reduction, Climate Change, and SDGs, is there future relevance? UNDP new strategy etc.?</p>		<p>Substantive reports and papers</p>
EFFECTIVENESS: HOW WELL HAVE THE PROJECT INPUTS AND ACTIVITIES SUPPORTED OUTCOME LEVEL RESULTS?			
<p>Have the project's two stated outputs successfully contributed to the expected results?</p> <p>Output 4.1 Enhancing African, Ownership, coherence, and engagement in the SDGs?</p> <p>Output 4.2 South-South and Triangular (UN supported) cooperation partnerships established and strengthened for development solutions</p> <p>Output 4.3 Mechanisms in place to generate and share knowledge about development solutions (SP output 7.7)?</p>	<p>Has this project delivered what it stated it would do, i.e. to implement and deliver its two expected outputs and activities?</p> <p>Has the project reached the targets (Log frame expected results)?</p> <p>What is the perception of the partners and other stakeholders of the results expressed under each of these expected outcomes? What do the reports state about these results?</p> <p>National Level Scrutiny</p> <p>Did National Level Enabling Environment include policy, legal, and budget framework for monitoring and evaluation of SDGS?</p> <p>Was risk informed development adopted as a framework for national sustainable development planning?</p> <p>Are the interventions enabling for risk informed policies and decision-making in planning cycles?</p> <p>How are the interventions linked and enabling for linkages on the continuum of the risk management? DRR-CCA-ER?</p>	<p>Ibid. Go through all reported results. Report them.</p>	<p>National Reports Consults</p>
<p>How effective was the project's capacity development approach?</p>	<p>What was the capacity building approach? What were the core mechanisms for CB delivery, i.e. LDC workshops, national dialogues, microgrants, and regional workshops?</p>		

	<p>Was the approach for capacity development a rigorous assessment for impact and sustainability?</p> <p>Was it useful for building SSTC partnerships?</p> <p>Was it useful for enhancing national SDG planning and costing and for enhancing international negotiations and enhancing African nations dialoguing at international level?</p> <p>Did it facilitate cross-sectoral planning?</p> <p>Could it be tweaked?</p> <p>How were these activities assessed?</p> <p>Have the workshops been useful? Were the workshops and trainings evaluated for contributions?</p> <p>Were the technical inputs into the project sufficient to support events and capacity building work? How?</p> <p>Has the project supported learning by doing including contributing to the national enabling environment cross-sector planning mechanisms, laws policies, and budgets?</p>		
How effective was the project's SSTC advocacy and knowledge sharing approach?	How have knowledge management and communications been featured during implementation, if at all? Were they useful, in particular for the expected showcasing and advocacy level expected results?		
Were the UNDP management arrangements for the SSTC project appropriate?	<p>How were the staffing approach, adaptive management and monitoring arrangements</p> <p>What has been the value added of UNDP global, regional, and national assistance during implementation? I.e. convening, coordination management, sharing knowledge, technical support, fiduciary oversight, etc.?</p>		
Partnerships	<p>How has this SSTC project supported a strategic partnership between Kazakhstan and the African countries? How?</p> <p>Did the project reinforce partnerships between Kazakhstan and African governments for SDGs implementation and for other development solutions?</p>		
Have there been any unintended results?	<p>Did this project unexpectedly do something great that can be highlighted and built upon for next phase?</p> <p>Design lessons?</p> <p>Conjoint work on LCD agenda?</p>		
Did the project CB planning and costing work also contribute to national level monitoring including setting baselines and establishing national TOCs to successfully maintain the results?	Did the project approach contribute to national SDG monitoring and was it supportive of reporting and monitoring (whether it is on the criteria and expected results) of the national level implementation documents of global agreements, including the post-2015 agenda, the SDGs, Paris agreement, and the Sendai Framework?	Ibid.	

	Are the national level CD interventions based on a conceptual framework for CD at the national level, organizational, institutional, and individual level of capacity development? Do the intervention inputs link to transformative level outcomes toward system change and paradigm shift type transformative level outcomes over time?		
EFFICIENCY:-COST EFFECTIVENESS OF DOING THINGS, VALUE FOR MONEY (DURING INTERVENTION)			
Has this project represented good value for money (in terms of the project's implementation and the results expected at project and regional programme level?)	Have project finances been delivered on time? What are the percentages of the finances delivered? Was the design over-ambitious (in terms of financing), under, or just right? What were the modalities and approach for financing delivery and how did they affect efficiency? How was the project monitored financially? Was the project ever audited? Grants, TA? Have the finances been catalytic for building on and for sustaining the results?		
Effectiveness of doing things	Did everything go as planned? How are information and knowledge flowing between project stakeholders and in national systems perspective? What is the extent to which CD interventions achieved timely results? How embedded were they?	Ibid.	
Coordination and quality of the capacity development inputs and reducing redundancy	Do the interventions reduce redundancy? Enhance coherence? How are the knowledge management and communication networks doing?	Ibid.	
Could the changes envisioned by this project be achieved in a more cost effective way?	Could this project's work be done in a more cost-efficient way?	Ibid.	
SUSTAINABILITY: HOW WILL THE PROJECT'S WORK BE SUSTAINED TOWARDS IMPACT LEVEL RESULTS?			
What have been this project's contributions to national scale-up potential and transformative level results?	Are there enabling environment, laws, budgets, institutions for national capacities strengthening, systems building, and sustainable development monitoring, behavior changes at national level?		
Are there sharing of practices on SDG planning, costing, and international dialoguing?	Are the sharing of practices grounded by KM and learning theory?	Ibid.	Ibid.
Is there good quality and embedded ME learning practices?	Are there quality Data collection, knowledge management (including information and knowledge sharing), and existence of National SDG Learning Platforms?	Ibid.	Ibid.
Has the interventions at the national level been embedded or scaled (towards outcome learning results - including ME and learning systems, transformation, mind -shift, paradigm shift, replication)?	With regard to results resilience (and adaptive and learning), capacities, and institutionalization, how well have project level interventions been embedded in national learning systems and processes? Are there retention and exit strategies and provisions? How well have CCA/DRR/ER project monitoring systems been redesigned to take into account the multidisciplinary nature of	Ibid.	Ibid.

	risk and learning networks and government leadership?		
Are local actors involved and ensuring that dynamic and adaptive learning and monitoring systems are in place for monitoring toward impact level results (long term time frames)?			
IMPACT, SYSTEMS, BEHAVIORS, TRANSFORMATION, AND PARADIGM SHIFT			
Impacts, System Level Transformative Level Results, Behavior Changes Are preparedness and adaptation embedded in national planning and monitoring systems and strategies?	<p>Is there an established SDG information management system and knowledge about SDGs embedded in national learning systems?</p> <p>Is risk decision-making informed by quality information and a normal part of all sector planning processes?</p> <p>Are behaviors changed around destructive norms?</p> <p>Are the national level changes and planning interventions contributing to the change in behavior or mind-set?</p> <p>Are there KM and Learning systems that support national level SDG planning and decision-making, i.e. around stronger infrastructure?</p> <p>Is the enabling environment established for SDG and related CCA-DRR policies and laws on risk informed development?</p> <p>Are risk informed development and policy making systems enabling risk focused decision-making information?</p>	Ibid.	Ibid.
At the level of the Environment	<p>Are ecosystems restored to original baseline pre-ecological disaster states?</p> <p>Is infrastructure retrofitted?.</p> <p>Are communities prepared and do they understand risk?</p>	Ibid.	Ibid.

ANNEX 4: SUMMARY OF THE FIRST AND SECOND TRANCHE ON DEMAND CAPACITY, SUMMARY OF BUDGET LINE/ACTIVITY

First Grants Report

To date 43 African countries received on demand Country Support in specific local areas of demand to promote SDG mainstreaming and policy dialogue and have witnessed the participation of various local high level and CSO actors and stakeholders. Implementation started in late April 2016 with grants of \$12,500–\$15,000 per country which have been used for the following purposes:

- To organize outreach, training, and workshops on SDGs domestication, implementation, and mainstreaming;
- To conduct needs assessment/costing of SDGs trainings;
- To rent or purchase equipment and services needed to conduct SDG-related sensitization events (media, etc.) locally.

Focus areas	Key Activities	Key Results/outcome	Countries
I. National Dialogues on integrating the SDGs into national plans and budgets	• National policy workshops and dialogues on SDGs	• Identified practical solutions to SDG domestication & mainstreaming	Chad, South Africa, Cape Verde, The Gambia, Lesotho, Seychelles, Gabon
	• SDGs benchmarking and mapping exercise	• Developed SDG Result-Based Management Systems	
	• Review of national plans and strategies against SDGs	• Initiated alignment between National Development Plans and the SDGs	
II. Development of national communication strategies on SDGs for advocacy and sensitization	• Advocacy and marketing toolkits to raise awareness on the SDGs	• Capacities for SDGs built for stakeholders (media, youth, women etc.)	Rwanda, Ethiopia, Sao Tome & P., Uganda, Comoros, Ghana, Malawi, Mauritania
	• Engage stakeholders in SDGs implementation processes	• Raised awareness through sports, TV, radio, flyers, and billboards	
	• Build capacity of stakeholders to mainstream SDGs	• Enhanced national partnerships for SDGs	
III. Support to strengthening of national statistical systems	• Evaluate capacity of statistical systems	• Mapped SDGs and evaluated gaps of statistical systems	Burkina Faso, Cote d'Ivoire, Mali, Mozambique, Sierra Leone, Niger
	• Identify gaps and strengths of statistical systems	• Conducted SDG data collection exercises	
		• Coordinated institutional mechanisms to mainstream SDGs	
		• Capacities built for public servants/SDG focal points	
IV. Preparation of national monitoring frameworks including baseline SDG reports	• Review and strengthen SDG monitoring frameworks	• Interlinked SDGs and national development priorities	Benin, Burundi, Cameroon, Madagascar, Mauritius, Namibia, South Sudan, Togo, Zambia

	• Analyze sources for SDG mainstreaming/reporting	• Strengthened data production capacity for SDGs mainstreaming & reporting	
	• Initiate national baseline reports on SDGs	• Prepared national baseline reports on SDGs	

ANNEX 5: SURVEY RESULTS AND LIST OF STAKEHOLDERS INTERVIEWED

Joanna Kazana (joanna.kazana@one.un.org)–RBEC.
 Nazik Abdyeva nazik.abdyeva@undp.org– BEC
 Aigerim Bozzhigitova (abozz.un.kz@gmail.com)–Kazakhstan Mission
 DPR Ruslan Bultrikov (bultrikov@gmail.com)–DPR, Kazakhstan Mission
 Aliou Dia aliou.dia@undp.org–UNDP Regional HUB on the COP
 Gerd Trogemann gerd.trogemann@undp.org–Former Regional Hub Manager
 UNDP Economic Advisors in programme countries (see the attached list)

Survey Results

Question 1 -To what extent do you think the project activities helped in engaging stakeholders and national actors at the global, regional, and national levels? Please provide concrete examples and Highlight notable and/or good practices.

Togo	At the national level, we support the Government in raising awareness of diplomats and parliaments on SDGs. Then, they asked for their more implication in SDGs implementation
Mauritius and Seychelles	Raised the awareness with local stakeholders
Mali	The exercise of mapping enhanced the capacities of staffs of MoFA and MEF in engaging into the MAPS process (prioritizing and mainstreaming the SDGs)
Cape Verde	The two projects under grant 1 and grant 2 were very important for the advocacy on the SDG near the government, civil society and media. It was possible with the fund to elaborate the SDG road map presented to the government cabinet in a retreat specifically organized to discuss the road map and the possibilities to implement the Agenda 2030 and the Sustainable development goals. It was possible with the grants to effectively support the country on the integration of SDGs in the national plan for sustainable development, PEDS, and advocate for the localization of SDGs. Cabo Verde is considered in advance regarding the integration of SDGs in the national policies and has presented the voluntary report on SDGs in the High Level Political Forum on SDGs 2018 in New York The grants had important impact in enhancing the knowledge and engagement on SDGs in Cabo Verde
Niger	For both activities, under UNDP and Ministry of Planning leadership, we had all national stakeholders, UN Agencies and other FTPs gathered to contribute to them. We conducted exercises through many meetings and workshops. For example, we conducted the mainstreaming exercise during development process of Niger Economic and Social Development Plan (ESDP 2017-2021). It has been a good occasion to have all development partners and national stakeholders engaged on SDGs mainstreaming activities
Mauritania	The project activities contributed to support the Mauritanian government, through the Ministry of Economy and Finance (MEF), in mainstreaming the SDG into its new Strategy of Accelerated Growth and Shared Prosperity (SAGSP) 2016-2030. The activities included the organization of an awareness-raising and training workshop, on April 15 and 16 2016 in Nouakchott, to explain the global SDG formulation process and the future mainstreaming of the SDGs into the SAGSP. The event brought together 140 participants from multiple government departments, the private sector, civil society, international technical and financial partners, parliamentarians, local and community stakeholders. Also, the project

	activities included the development of the SDG national communication strategy through (i) the translation of existing communication tools/documents (SDG booklet, posters) into local languages, namely Arabic, Pular, Soninke and Wolof, to allow all citizens to have equal knowledge and understanding of the SDGs and (ii) the production of booklets, posters, banners, CDs on the SDGs, with a focus on the ones which targets are prioritized in the SCAPP.
Uganda and Rwanda	The project helped to engage local stakeholders in particular CSOs, government and development partners.
Togo	The needs of SDG appropriation and modalities of mainstreaming and integration by all stakeholders are very important. The subvention helps to enlarge SDG appropriation and mainstreaming of SDG in national documents through organization of workshop to reinforce their capacities and allows integration of SDG in national planning, especially in NDP results Framework. This workshop also allowed to train on Agenda 2030, SDG targets and indicators and of SDG agenda 2063 and its monitoring. The workshop allows to discuss on the draft monitoring framework of NDP and SDG and to fix the road map for its finalization. The funds allows the development of SDG indicators communication documents that have been disseminated to all official participants. After that, the Ministry asks to further edit the documents elaborated to be Distributed in all the services of the ministries.
Benin	The support helps in the operationalization of SDG in the country, by contributing to different necessary activities to reinforce the stakeholder's capacities. In Benin, Benin has benefited from Kazakhstan funds of up to US \$ 10,000. These resources led to two main activities, namely: (i) The support of a Junior expert to monitor the prioritization and contextualization of the SDG targets for the amount of 5205.07 USD and (ii) The support of a resource person for the elaboration of a manual for defining and calculating the indicators for monitoring the SDG priority targets in Benin for an amount of USD 4052.00. Kazakhstan's resources contributed to the finalization of the process of contextualization and prioritization initiated in 2016. As of December 10, 2017, Benin has a manual for defining and calculating monitoring indicators.
Mozambique	The project was key in the formation of the coalition of development actors into the task force that is mainstreaming the SDGs into national plans
Kenya and Botswana	During the localization process of the SDGs in Kenya, national and local authorities were taken through the Post-2015 Development Agenda and the SDGs. They were introduced to the 2030 Agenda and the 17 SDGs, 169 targets and over 230 indicators and the role they could play in their implementation. In addition, during the production of the SDGs Roadmap, the participation of various stakeholders including civil society, national and local authorizes, private sector, and development partners were consulted. They played active role in the production of the SDGs Roadmap. Whereas in Botswana, the various stakeholders played active role in the production of the Voluntary National Review Report.
Zimbabwe	The project enabled national stakeholders to engage in designing and aligning national and provincial policies towards achieving SDGs. This led to a more inclusive approach to policy making towards achieving SDGs
COTE D'IVOIRE	This project led to the first awareness raising meetings on the SDGs in Côte d'Ivoire. Indeed, several dialogues were organized on the role of each actor in the implementation of the SDGs. Communications actions were organized. The project led to the national review of SDG statistics, in terms of data collection and training needs of statistical offices in all ministries
Malawi	The project helped to engaged stakeholders at national level in Malawi. Through funding from the project UNDP engaged Zodiac Radio and Television Station to televise panel discussion and Question and Answer session on SDGs. UNDP supported training and orientation of community radio stations in six districts in Malawi to capacitate them on SDGs messaging for the benefit of rural communities.
Comoros	Le projet a contribué au renforcement des capacités des structures en charge de la coordination de l'aide publique pour le développement, notamment les agents du ministère des affaires étrangères et ceux du commissariat general au plan
Lesotho	Through the project, national stakeholders developed a SDGs priority list which enabled mainstreaming into the national development plan. Consultations were held in different districts of Lesotho, to ensure inclusivity, and with distinct population groups including private sector, academia, and civil society.
South Africa	To a great extent. With resources we were able to engage with CSOs, who for the first time, organized themselves around the SDGs and form a structure to better work along with partners and response to the SDGs.
Ethiopia	Supported the national SDGs dialogue in 2016 and this helped to galvanize national engagement to the SDGs agenda and crafting of the national Action Plan for the rollout of SDGs
Seychelles	The project greatly benefitted the involvement of national stakeholders. in the first project it addressed the prioritization of SDGs at national level while Grant 2 addressed the integration of SDGs into national development planning

CABO VERDE	To a good extent as resources in Cabo Verde are very limited for these kind of activities. The funding was mainly use in getting national stakeholders participation in the SDG mainstream process into the national development plan. Part of it was also to increase participants awareness on the SDGs
Uganda	The project activities significantly contributed to engagement of stakeholders and national actors at all levels. The high level engagement of political and technical leaders in discussions around the coordination framework created more advocacy, commitment and ownership at that level while the participation in a Symposium on Economic Diversification and Industrialization in Africa enabled knowledge sharing and learning. In fact, the outcome of the symposium partly informed the ongoing preparation of a new industrial policy for Uganda. Translation of SDGs into ten local languages, which was done in conjunction with Government, Civil Society and Academia, has helped to take SDGs closer to the people. These messages remain freely available in print and soft form for use by any interested stakeholders in their advocacy activities
Mozambique	The project activities helped in engaging stakeholders and national actors as they allow national dialogues around the 2030 Agenda and the SDGs among the stakeholders of the SDGs National Reference Group. Also, the grant facilitate the dissemination of relevant publications on the SDGs in the country
Gabon	The project activities helped in engaging stakeholders and national actors at the national level by creating a space for exchange and training. Without the resources provided by the project, ill would have been difficult to go ahead in the context of Gabon Country office to finance those kinds of activities.
Sierra Leone	Raising awareness on the SDGs at national level
Mozambique	At local level the projected allowed funding the kick start of dialogue and some training of national officers about SDG mainstreaming. In Mozambique the fund was very helpful.
South Sudan	University students across the country prioritized the SDGs. The priority SDGs were 16, 4, and 1.
Kenya	Country ownership of the SDGs Roadmap developed and launched SDGs mainstreamed in national and county plans

Question 2: To what extent do you think your own involvement in the project's activities helped national actors develop and implement SDG-based national development plans? Please provide concrete examples and highlight notable and or good practices.

Togo	We support the identification of SDGs indicators to be included and monitor in the national development plan monitoring and evaluation framework.
Mauritius and Seychelles	to some extent yes
Mali	As Economics Advisor, I coordinated all activities of the project: organization of the national workshop; monitoring of the consultant's work, follow-up of the results
Cape Verde	The involvement of the United Nations particularly the UNDP was essential for the commitment of Cabo Verde toward the SDG.. The Country Office could engage both the regional office and the headquarter in the process and the support is continuing for the further analysis of the country situation for SDG prioritization SDG and decisions on SDGs accelerators.
Niger	As UNDP national economist, I have coordinated organization of all workshops with national counterparts. I have coordinated technical activities as well as the financing process. I have also made many presentations regarding the subject to national stakeholders, UN colleagues and other development partners.
Mauritania	My involvement in the project activities, since the development of the expression of interest, contributed to strengthen the capacities of the MEF to mainstream the SDG into the SCAPP. I have actively contributed to the organization of the awareness raising workshop on the SDG; the conduct of the Rapid Integrated assessment (RIA); the SDG prioritization process and the integration of the prioritized targets into the national plan. I have also supervised the production and dissemination of the communication tools in the different local languages.
Uganda and Rwanda	It catalyzed support to SDG mainstreaming and advocacy. The support though very limited in its scope was instrumental for example in Uganda to translate SDGs into local language and enable wider reach.
Togo	Our involvement in the project activities includes the organization of activities funded by the funds, contributions to develop the documents of the workshop such as the development of SDG indicators communications documents that have been disseminated to all official participants and animation of the workshop session.
Benin	My involvement includes concept note drafting to organize which kind of activities the subvention will help to finance. It includes also supervision of those activities, contribution to the draft of the documents elaborated.

Mozambique	I was the focal point that managed the project and interacted with the actors.
Kenya and Botswana	We provided technical leadership along with government counterparts and colleagues in our CO in Kenya for the various consultations that were undertaken to raise awareness and sensitization on the SDGs during the localization process. We provided technical leadership and inputs as well in the production and launch of the SDGs Roadmap in Kenya.
Zimbabwe	(I) without leadership and technical support, the stakeholder consultations on aligning national and provincial policies to achieve SDGs would not have happened. The message coming out of the project is the importance of strategic leadership in these initiatives and technical advice to resolve some of the current issues that could have constrained further progress
COTE D'IVOIRE	Our own involvement in the project's activities trained national actors who had no knowledge of the SDGs. With concrete examples, we have shown the importance of aligning national plans and strategies with the mainstreaming of SDG targets. On the basis of tools developed such as the RIA and the MAPS, the ministries have understood the importance of a good prioritization of the development targets. We managed to mobilize the executives of the National Institute of Statistics in the follow-up of the SDG indicators.
Malawi	The same initial messaging was used to train planning Divisions in Government Ministries and Departments which eventually led to the domestication of the SDGs in the 2017 National Development Plan called the Malawi Growth and Development Strategy (2017-2022).
Comoros	Les bénéficiaires du programme ont activement participé à la prise en compte des ODD dans la formulation de la stratégie nationale de développement
Lesotho	Our involvement in the project mainly focused on creating knowledge, strategy and mobilisation of technical support. UNDP mobilised technical experts on the SDGs to train national stakeholders on RIA, which was strategic in identifying policy and data gaps. Further, UNDP involvement provided technical support and guidance for undertaking a financing flows assessment in preparation for the DFA.
South Africa	---As focal person, I engaged the CO team around this initiative --- Pen holder for the proposal ---Guided and worked with our governance team as we engaged with CSOs
Ethiopia	The national Action Plan brought together both government, UN and Civil society actors to support the localization, advocacy and mainstreaming of the SDGs in plans and sector strategies.
Seychelles	As stated above, the Integration of SDGs into national development planning is ongoing. the Government is preparing a new National Development Strategy which captures SDGs.
CABO VERDE	I acted as a resource person in this process providing part of the SDG training and also substantive content to the discussion, especially at group level.
Uganda	There were no direct activities to prepare development plans. However, the preparation of a Coordination Framework was instrumental in influencing SDG based national development planning. For example, it is within the same Framework that a national roadmap for implementation of SDGs was developed. Within the Roadmap, there are activities such as development of an SDG mainstreaming guide, Development Finance Assessment and others, that will directly inform the upcoming Third National Development Plan
Mozambique	The project supported dialogue among key stakeholders which is very relevant in the Mozambique country context. At the same time, contributed to more actors to be abreast of SDGs related matters with the dissemination of products SDGs related
Gabon	My own involvement in the project's activities helped national actors develop and implement SDG-based national development plans, thanks to my knowledge of planning process, the national development plan and the tools for alignment of the national development plan to the sustainable development goals.
Sierra Leone	Technical assistance to develop the concept note Participating in setting-up a SDGs parliamentary committee Alignment of the SDGs to the national development plan and also ensuring that the national budget reflects the goals
Mozambique	My involvement allowed for the creation of a national platform among SDG implementation sectors and actors which gave a boost of the SDG mainstreaming.
South Sudan	The National Development Strategy mainstreams SDGs with clear indicators.
Kenya	Baseline of 128 SDGs indicators to monitor the SDGs Coordination structure for SDGs established Production and presentation of VNR at the 2017 HLPF

Question 3: To what extent do you think your participation in the project helped stakeholders effectively manage the budget for the implementation of the SDGs? Please provide concrete examples and highlight notable and or good practices.

Country	Open-Ended Response
Togo	
Mauritius and Seychelles	not sure
Mali	As the allocation was limited compared the ambitious objectives, I settled a very tight control mechanism with national counterparts in budget formulation; direct payments; collection of supporting documents
Cape Verde	The SDG integration in the national planning document for the period 2017-2021 observed in all PEDS(National Plan for Sustainable Development) programs results base oriented
Niger	N/A
Mauritania	My participation allowed first of all to establish a budget for the activities implementation and then manage the budget, in concertation with the MEF, to ensure that all activities are conducted and all funds are spent according to procedures.
Uganda and Rwanda	It helped significantly. Our engagement enabled effective use of resources and transparency.
Togo	Our participation have been necessary in order to organize the activity but also to complement the activity by our interventions as expert on SDG, during the session to reinforce SDG advocacy, by the follow-up of national needs in order for the activities to have the more possible impact.
Benin	Contribution includes close follow-up of the activities implementation
Mozambique	The project was implemented in a direct mode using UNDP systems which helped to have a good financial delivery
Kenya and Botswana	As head of the Strategy Policy Advisory Unit in Kenya at the time, our leadership and oversight over all resources helped to yield the planned results from the interventions that were implemented on the SDGs. For instance, training workshops on SDGs localization and mainstreaming were conducted for planning, budgeting and M&E Officers at national and sub-national levels as well as training for SDGs focal points in various sector Ministries, Departments and Agencies. Many of the interventions supported were directly procured based on request from the implementing partner (the government through its Ministry of Devolution and Planning).
Zimbabwe	This is a small component of a larger initiative but it help in managing large funding needs. EA could maximize the impact of the funds by linking it to an ongoing programme.
COTE D'IVOIRE	The budget for the implementation of the SDGs for this project was insufficient. Our country office funded some activities. Ownership has been observed especially with civil society, which has created a platform for dialogue on its contribution to the SDG.
Malawi	There is no evidence that the project helped stakeholders to effectively manage the budget for the implementation of the SDGs. On the contrary an SDGs audit of the National Budget carried out recently shows huge gaps in financing for the SDGs.
Comoros	La participation des auteurs ayant bénéficié de notre appui a été également effective dans l'élaboration du plan d'action de la stratégie en l'occurrence dans la budgétisation des activités
Lesotho	This is not clear yet. However, the country is now more aware of the potential financing flows and having committed to undertaking the DFA, it is expected that the expected integrated framework for finance will help the country to define resources mobilisation and financing strategies better.
South Africa	The CO is very effective in financial resources management (we have a War Delivery Room). I prepared the budget and that guided resources use.
Ethiopia	Support helped to shape the prioritization of the activities to be implemented. The second tranche of USD 10,000 for example though small was used to produce SDG Music and Video on Gender Equality and Women Empowerment (SDG 5) and had greater impact to the community in advocating for the women empowerment.
Seychelles	The project advocated for setting up a structure to monitor the implementation of the SDGs at national level.
CABO VERDE	The specific budget linked to this initiative (10,000 USD) was managed by a project manager in the office and i was not involved in it.
Uganda	The Coordination Framework and the National Task Force on SDGs provided an avenue that enabled the Planning Technical Working Group to integrate SDGs in the Certificate of Compliance, a framework that annually analyses and reports on the level of compliance of the budget to the National Development Plans. The planning capacity building exercises for sectors and sub-national governments within the Planning TWG of the Framework also contributed to increased awareness on the need to allocate resources towards SDGs
Mozambique	The UNDP CO engagement is critical to make it happen in the field. The country office did a constant follow up to facilitate the success implementation

Gabon	The process of the alignment of budget for the implementation of the SDGs is not yet achieved.
Sierra Leone	Monitoring the implementation process to ensure value for money
Mozambique	Our stakeholders have HACT training every year therefore my active participation brings direct impact into their ability handle the project budget and therefore SDG one.
South Sudan	The engagement enabled the cabinet to remove the fuel subsidy.
Kenya	The budget mainstreams the SDGs and Government has identified four priorities - manufacturing, food security, affordable housing and universal health cover to accelerate progress on the SDGs

Question 4: To what extent have national actors been enabled to exchange knowledge and information with other countries on a sustainable basis? Please provide good examples and highlight notable and or good practices.

Togo	
Mauritius and Seychelles	To some extent
Mali	The mapping exercise report was presented during the national prioritizing workshop where an Government Official from Senegal was invited to present his country's experience on SDGs
Cape Verde	Cabo Verde has been active in SDGs forums at regional and international level influencing the international communities on the structuring the Agenda 2030 and the SDGs and presenting the good experiences up to now. Considering that the country itself was in process of elaboration of its medium term plan, which was very demanding, the exchanges with others countries were only done in the scope of regional or international Conferences and not in a bilateral base engagements.
Niger	The project fund hadn't been used for that. It has been used for internal mobilization of national stakeholders through SDGs mainstreaming process and SDGs data collection activities
Mauritania	National actors have shared their experience on mainstreaming the 2030 into the SCAPP with other countries at various occasions like for example with the Arab Maghreb Union in a Meeting organized by UNECA in Morocco or with the African Union members in a meeting on the 2030 and the 2063 agenda.
Uganda and Rwanda	The partnership enabled sharing of knowledge on industrialization which was valuable. It was done as part of UNDP support and hence enabled sustained action.
Togo	N/A
Benin	The exchange knowledge have been promoted as several workshop have been organized with sensitization presentation on SDG and their necessary implementation for poverty eradication and sustainable development
Mozambique	100% - The purpose of the project was to create a team of SDG practitioners that would periodically interact
Kenya and Botswana	The fact that Kenya at the time was one of few countries in SSA that started its consultations on the Post-2015 Agenda and the SDGs at national and sub-national levels and went on to produce the SDGs Roadmap, these served as very good platforms for the exchange of knowledge and information with other countries in the region.
Zimbabwe	While national actors were very active in the provincial and national processes, no noticeable exchange of information on this with other countries, except through the presentation on VNR at the HLPF 2017
COTE D'IVOIRE	The ministries in charge of planning and the other in charge of sustainable development were able to harmonize their point of view to jointly coordinate activities on the SDGs during the conduct of this project.
Malawi	UNDP has on several occasions sponsored Government officials in the Ministry of Finance and Planning which is responsible for SDGs implementation, to attend different fora to exchange knowledge on SDGs. But that was not funded by the Kazakhstan initiative
Comoros	Les échanges dans le domaine avec me monde extérieur au pays, se sont limités aux consultants qui ont appuyé le processus d'élaboration de la stratégie nationale (SCA2D).
Lesotho	As part of the domestication for SDGs, UNDP mobilised technical support from the Singapore Global Centre for Public Service Excellence and South Africa Public Service Innovations to impart training on application of innovations and foresight for public service management and development planning. This support was useful for the developing the National Strategic Development Plan.
South Africa	We drew up good examples on SDGs partnership from other countries and shared with team
Ethiopia	The workshop held in Astana on Economic Diversification and structural transformation was a good platform for countries to exchange knowledge and experiences on the best practices. It also enabled countries to learn from Kazakhstan in the context of S-S cooperation.

Seychelles	The sharing of knowledge has not happened much but learning from other countries experience has been noted. Seychelles is learning from experience of Nigeria and South Africa for preparation of the SDG Baseline Report
CABO VERDE	The limited amount available to this project only allowed for a workshop with some technical assistance and the rest for communication material related to the SDG. Exchange of knowledge and information happened inter-islands, with the participation of people from different islands to the process that had not been exposed before.
Uganda	The Symposium on Economic Diversification and Industrialization in Africa created a platform for Uganda to share its experiences with other countries. The paper focused on the "status of economic transformation in Uganda"
Mozambique	The grant was oriented more to enhance national dialogue
Gabon	The project helped two national actors to exchange knowledge and information with other countries, but not yet on a sustainable basis.
Sierra Leone	Voluntary report of the country on the SDGs implementation to the High Level Political Forum
Mozambique	The present two initiatives were small grants that only allowed for internal exercises
South Sudan	Not quite.
Kenya	Role of ICT in Structural Transformation: The Experience of Kenya - shared with other countries in Astana in 2017 Role of the Private Sector in Implementing the SDGs - shared by Safaricom with UNDP Ethiopia Kenya's Unified Social Registry - shared with other countries recently in Addis Ababa

Question 5: To what extent did the project support your activities in enabling your engagement and the engagement of other stakeholders in mainstreaming the SDGs? Was this in national development planning and/or in implementation of the SDGs in Africa in general? Please provide concrete examples and highlight notable and or good practices.

Togo	
Mauritius and Seychelles	the highest level authority-Prime Minister's Office were involved
Mali	The mapping of priorities enabled the prioritizing of SDGs targets and helped kick off the MAPS process
Cape Verde	The project has supported the integration of SDGs in the national planning.
Niger	As stated above, the project fund has been used to finance SDGs mainstream activities into national development plan, 2019-2021. All categories of stakeholders have been involved in the process. The project funds have also permitted to finance workshops and meetings to collect data to produce the baseline report on SDGs.
Mauritania	Te project supported UNDP's activities on the mainstreaming and implementation of the SDG in Mauritania. It contributed to the prioritization and integration of SDG targets in the SCAPP. It also strengthened the communication efforts on SDG.
Uganda and Rwanda	It helped to advocate and mainstream SDGs into national and local plans.
Togo	The workshop funded by the grant allows to discuss and complement the draft of NDP and SDG monitoring framework and SDG and to fix the road map for its finalization.
Benin	The project did support more workshop for exchanges on SDG and tools realization for the reinforcing of national actors capacities. It was mainly in national development planning and SDG implementation in national level
Mozambique	100% - This was a national implementation, targeting SDG mainstreaming and the promotion of synergies.
Kenya and Botswana	Once the SDGs were officially launched in Kenya, which was before the country's third medium term plan was produced, this provided a wonderful for mainstreaming the SDGs in the plan. The plan is now available and it is responsive to the SDGs.
Zimbabwe	Mainstreaming SDGs in provincial and national planning was the very objective of the project activity. It was well received and national plans and policies are well integrated to achieve SDGs at the country level while also reflecting on Agenda 2063

COTE D'IVOIRE	It was in national development planning
Malawi	The project only managed to facilitate the initial building of awareness on SDGs. That was not enough to the point of mainstreaming.
Comoros	Comme annoncé, les activités mises en oeuvre ont contribué à la planification du développement national et à la mise en oeuvre des ODD en Afrique d'une manière générale
Lesotho	The support facilitated engagement of the national stakeholders for mainstreaming the SDGs in the NSDP.
South Africa	The project in support of Goal 17 - Partnerships and the crucial role of CSOs in promoting Goal 16
Ethiopia	The support from Kazakhstan was used to organize the inaugural national workshop on SDG rollout in Ethiopia and helped to galvanize support across multiple stakeholders as well as forging a common voice on the SDGs implementation.
Seychelles	as stated above, UNDP has been involved with the visioning and NDS formulation
CABO VERDE	The project was certainly useful in supporting our SDG mainstreaming work. It was in conjunction with the preparation of the new 5 years national development plan
Uganda	The Symposium on Economic Diversification and Industrialization in Africa created a platform for Uganda to share its experiences with other countries. In addition, the inclusion of civil society and private sector in the Coordination Framework, the National Task Force, and strategic guidance for SDGs as well as implementation of aspects of the roadmap has created closer relationship between State and non-state actors, with the latter being seen more and more as important allies in mainstreaming and implementation of the Agenda. These stakeholders have also been involved in reporting processes as well as national and global discussions on SDGs
Mozambique	The project support activities in enabling your engagement and the engagement of other stakeholders in mainstreaming the SDGs by strengthening dialogue among key stakeholders through the Mozambique SDGs National Reference Group
Gabon	The engagement of other stakeholders in mainstreaming the SDGs was helped thanks to the financial resources provided by the project.
Sierra Leone	Ensuring that the SDGs were aligned to the national development plan and also mainstreamed into the national budget process
Mozambique	The project had limited influence into the South-South cooperation initiatives. The country had South South Cooperation activities within the Finance for Development Initiatives. It was within the countries program.
South Sudan	Created the opportunity to articulate a national development strategy and update the fragility
Kenya	Kenya's Unified Social Registry with Zimbabwe

Question 6: To what extent do you think you're and stakeholder project activities have supported sustainable mechanisms to help generate and share knowledge about development solutions regarding the SDGs? Please provide concrete examples and highlight notable and or good practices.

Country	Open-Ended Response
Togo	
Mauritius and Seychelles	Unfortunately given the low commitment from stakeholders no major project could be implemented as planned
Mali	The results beyond the mainstreaming was the enabling of national coordination mechanisms for follow-up of SDGs implementation
Cape Verde	Yet the mechanisms to follow the SDGs engaging the stakeholders are not in place. The project however could help the consciousness of all stakeholders concerning their responsibilities during the planning processes and the implementation of the SDGs follow-up and evaluation. The Government, civil society and media are aware of their responsibilities. The sensitization materials produced in the scope of this project helped the interest of stakeholders on the SDGs. UNDP is advocating near the Government on the need to establish the mechanisms for knowledge share and follow up of SDGs
Niger	The project funds hadn't been used for that.
Mauritania	With the organization of the awareness raising workshop and the production of communication tools (booklets, brochures...) the project activities greatly contributed to inform and share knowledge about the 2030 Agenda.
Uganda and Rwanda	

Togo	The contribution to the capacity building in mainstreaming of SDG in NDP Framework results have helped officials to be used to mainstreamed SDG in national planning documents
Benin	The project enables to support validation workshop necessary to share knowledge on SDG
Mozambique	100% The current project was used to enhance existing projects and drive them towards SDGs
Kenya and Botswana	Until our departure from Kenya, various knowledge products were produced including a policy brief on the SDGs. Similar approach continued when we moved to the Botswana CO. For instance, the SDGs Roadmap was produced and launched in Botswana.
Zimbabwe	This activity was to ensure aligning national policies towards achieving SDGs. The need for aligning all policies and strategies to achieve SDGs is now well established and reflected in all major national development plans.
COTE D'IVOIRE	There was no multi-stakeholder consultation mechanism in the country. This project made it possible to create exchanges between the various SDG stakeholders such as the one in charge of planning and the one in charge of sustainable development who did not collaborate on the conduct of the work.
Malawi	That has never been done. Funding was inadequate to proceed to the levels of sustained knowledge sharing
Comores	Les bénéficiaires des formations, notamment les techniciens du Commissariat General au Plan œuvrent activement au sein du dispositif institutionnel de coordination et de suivi de la mise en œuvre de la stratégie nationale. A ce propos, ils interagissent régulièrement avec les secteurs afin de garantir une meilleure compréhension, une bonne mise en œuvre et un suivi efficace des actions à mener.
Lesotho	In the context of the 'leaving no one behind' principle, the project support facilitated development of a song on SDGs, in a local language, for increased outreach, advocacy and knowledge of the SDGs. The project further supported development of SDGs poster in braille for the visually impaired. These two initiatives were aimed at building sustainable foundations to enable broader stakeholder engagement, and to facilitate creation of development solutions for SDGs.
South Africa	The organization structure developed by the CSOs enabled them to engage with the Government during the development of the Country Baseline report.
Seychelles	The establishment of the NOSCIS as well as SDG baseline report.
CABO VERDE	We don't have these kind of mechanisms in place yet, but through this project we started a reflection to revamp the entire M&E system for the national planning and the SDG to increase transparency and accountability on the SDG. The next step, we are planning to see the feasibility to establish a national SDG platform
Uganda	the framework and the National Task Force on SDGs are some of the most important mechanisms to generate and share knowledge
Mozambique	The project supported the diffusion of national documentation SDGs related
Gabon	The results registered at that step are associated to the project.
Sierra Leone	Various SDGs national platforms established SDGs parliamentary committee Simplified SDGs version document developed to reflect national issues
Mozambique	Very much. The platform created allows the actors sit down and exchange experiences on SDG mainstreaming which allows for gathering development solutions
South Sudan	Not quite.
Kenya	Voluntary National Report 2017 SDG Policy Gap Analysis

Question 7: "Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with UNDP RBA engagement principles (RPD Outcome 4)" Please provide concrete examples and highlight notable and or good practices.

Togo	At the national level, we support the Government in raising awareness of diplomats and parliaments on SDGs. It was the occasion to discuss about SDG 1 and 10.
Mauritius and Seychelles	To some extent and this raise awareness on SDGs and leave no one behind
Mali	The project helped national counterparts at all levels be aware of the link between national priorities, sustainable development goals and the dialogue with donors
Cape Verde	The UNDP support to the national planning process was more centered on the advocacy toward reduction of poverty, inequality and exclusion. The Forums organized in the scope of these grants were focused on the issue of poverty inequality and exclusions.

Niger	As the project helps to mainstream SDGs into the NDP and collect data to inform SDGs baseline report, it has therefore contributed to develop debates on poverty and inequalities that are indeed central to SDGs implementation.
Mauritania	The project activities helped inform and raise awareness on the SDG and prioritize SDG targets into the SCAPP. The prioritized targets mainly focus on poverty eradication and reducing inequalities
Togo	To reinforce capacity in mainstreaming SDG in NDP results framework help to take into account SDG targets such as poverty, or inequality
Benin	The project support debates on SDG and their measurement and follow-up.
Mozambique	The project helped SDG mainstreaming tackling all above mentioned outcomes
Kenya and Botswana	The issue of poverty eradication, the elimination of inequality and exclusion so that no one is left behind have continued to be major development priorities of the Government and people of Botswana. To this effect, an international conference on similar issues was held in early 2018 to garner policy interventions aimed at addressing these problems.
Zimbabwe	Facilitated dialogue on a key priority issue: alignment of policies towards SDGs. This also helped strengthen an inclusive approach towards policy making
COTE D'IVOIRE	"Public policy analysis has shown that the strategic thrusts do not take into account the inclusion of development. Indeed, despite a high rate of economic growth, poverty remained high in the country.
Malawi	It could have contributed partially though since it initiated the process of knowledge building.
Comores	Le processus d'elaboration de la SCA2D s'est appuyé sur les resultats des enquetes recentes dont l'enquete 1,2,3 qui a un volet consacré à la pauvreté et aux inegalités
Lesotho	The project has facilitate development debates among civil society organizations, academic and private sector on SDG, and enabled each stakeholder group to develop relevant strategies for tackling national development challenges in the context of SDGs. Output from these sessions have identified the common challenges, and corresponding SDGs for prioritisation. These inputs also formed a basis for development of the national priorities for SDGs.
South Africa	Work in progress.
Ethiopia	Yes. The Astana conference on Economic diversification and structural transformation is a good example.
Seychelles	Not to a great extent.
CABO VERDE	The project did help in this, but please we should not forget the very limited amount available to this end
Uganda	Development debates and actions are consistent with priorities of sustainable development. These included, translation of SDG messages into local languages, an inclusive coordination framework and task force and the global/regional knowledge generation events
Mozambique	The project support activities in enabling your engagement and the engagement of other stakeholders in mainstreaming the SDGs by strengthening dialogue among key stakeholders through the Mozambique SDGs National Reference Group
Gabon	Yes, "Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with UNDP RBA engagement principles (RPD Outcome 4)"
Sierra Leone	Prioritize national poverty actions and also consistent with RBA engagement principles
Mozambique	Contributed very much and positively. The fund created space and opportunity for debate and mutual learning
South Sudan	It did. We were able to publish the work in a peer-review on negotiating SDG actions.
Kenya	The Strategic Policy Unit has produced and disseminated about 10 policy briefs

Question 8: Please provide concrete examples, notable and or good practices and lessons learned.

Togo	This kind of project is efficient only when it complements another one.
Mali	The project is a "natural" catalytic funding: with little amount it is possible to build partnership and mobilize additional resources
Cape Verde	The grants were very useful to push the discussions in the country on SDGs even though the amount were not expressive.
Togo	The major Lesson learned is that some catalytic funds are necessary to Promote SDG appropriation and mainstreaming as the needs are very important.

Benin	The possibility given to finance SDG promotion activities have allowed to initiate and implement activities that help national actors to better master SDG agenda, and it give also possibility to contribute to help develop Tools such as the Manuel of SDG indicators in Benin.
Mozambique	- Targeting financial mean to specific objectives without the bureaucracy of the big projects is very helpful
Kenya and Botswana	That went national officers provide leadership and own a development process, it provides an enabling environment for the success of development interventions, especially in the planning and implementation. This was the case with Kenya then and now Botswana where the national leaders took and are taking ownership to lead and coordinate the implementation of the SDGs and the development process.
Zimbabwe	Community level dialogue on SDGs help strengthen ownership of national policies Such initiatives help strengthen partnership with key public stakeholders such as Focal ministry and OPC
Malawi	Funding need to be expanded beyond US\$10,000 to make meaningful impact on the ground.
Comores	Non
Lesotho	A strong partnership with government is important for ownership and leadership in developing solutions for SDGs. However, sometime this delays implementation, resulting in weaker stakeholder engagement. For instance, the project supported decentralized awareness raising for SDGs at district level, the numbers and level of participation were very low. This could be interpreted as reflection of stakeholder apathy on government-led initiatives. Alternative mechanisms for engagement including development of a multi-stakeholder platform for developing strategies and solutions in this regard would be necessary.
South Africa	Partnership is key and an effective CSOs is crucial in conveying the voice of the people
Ethiopia	Need to document the information and practices. The Astana outcome document had a rich menu of information and should have been produced as a Policy Brief for sharing with a wider audience.
Seychelles	the funds served as seed money and allowed us to engage in advocacy and meaningful dialogue with the government on SDGs.
CABO VERDE	n/a
Uganda	1. Multistakeholder engagement is critical in these processes. It has been demonstrated that Civil Society are a critical mass that helps Government to understand and reflect better on the Agenda, basing on their experience through local engagement with the ordinary population. 2. High level political support is important as it helps to create demand for action and feedback. It is for this reason that the Prime Minister has appointed a Cabinet Minister to be responsible for providing timely information regarding SDGs at that level
Gabon	The matrix of the alignment of the national development plan to SDGs is in place.
Sierra Leone	Helped identify data gaps which is key in monitoring & evaluation of the SDGs implementation Raised substantial awareness of the SDGs at national and community levels
Mozambique	Lesson learned. The fund gave us a platform for learning while implementing the SDGs including the creation of synergies that allowed for the handling of crosscutting issues.
Kenya	SDGs implementation can be enhanced through more SSC among countries, e.g. Unified Social Registry as a tool to deliver Social Protection to reduce poverty

Question 9: Is there any additional information you would like to provide in terms of lessons learned, recommendations, suggestions, or next steps?

Country	Open-Ended Response
Mali	A shift should be made on the supervision of the project from the Ministry of Foreign Affairs to the Ministry of Economy and Finance
Cape Verde	I would suggest continuation of financial support to help consolidate the country's engagement toward SDGs special to consolidate the mechanisms of implementation follow-up involving all the stakeholders.
Uganda and Rwanda	We wish to emphasize that the support need to be continued and may be consider providing it based on depth of the proposal to allow competitive process.
Togo	Some recommendations might be to have an amount that are more important even if it is not annually in order to programme an activity with more impact.
Benin	Some lessons learned is that those kinds of funds can serve as catalytic founds mainly and it needs lof of involvement of UNDP experts to allow results to be achieved.
Mozambique	I suggest that more initiatives of financing at nation al level be made available

Kenya and Botswana	The importance of data to inform evidence-based decision making is so critical, especially in the era of the SDGs. This is a lesson from the MDGs that would need to be prioritized in this dispensation of the SDGs.
Zimbabwe	This kind of initiatives help augment action on the ground, especially when funding is a problem Continuation of this type of programmes help mobilize further resources, further action to implement SDGs at national and local level
Malawi	More innovative funding is required
Comores	Non
South Africa	Support to assist the CSOs implement some of their initiatives. Thank you.
Seychelles	It would be useful to have such a grant in the future for a larger amount as well as allowing for a longer period of implementation. The timeframe allocated is too short to allow for a greater impact.
Uganda	It is recommended that this project continues as it has influenced the Agenda positively. However, it would require more significant resources as we move towards actual implementation and creating enablers for reporting
Gabon	More resources are required.
Mozambique	YEs. The fund was limited in amount and with a very short span. It should be done in a more consistent and larger span of time. The fact that the fund was focused to specific output helped the focus, but more options for outputs should be open in the future.
South Sudan	I think you may want to include any publications.
Kenya	There should be more SSTC among countries to address most countries development challenges.

ⁱ Benin, Botswana; Burkina Faso; Burundi; Cameroon; Cape Verde; CAR; Chad; Comoros; Congo; Cote d'Ivoire; Djibouti; DRC; Eritrea; Ethiopia; Gabon; Gambia; Ghana; Guinea; Guinea Bissau; Kenya; Lesotho; Liberia; Madagascar; Malawi; Mali; Mauritania; Mauritius; Mozambique; Namibia; Niger; Rwanda; Sao Tome & P.; Senegal; Seychelles; Sierra Leone; Somalia; South Sudan; Sudan; Swaziland; Tanzania; Togo; Uganda; Zambia; Zimbabwe

ii

<i>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</i>	<i>Sustainability ratings:</i>	<i>Relevance ratings</i>
6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1.. Not relevant (NR) <i>Impact Ratings:</i> 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
<i>Additional ratings where relevant:</i> Not Applicable (N/A) Unable to Assess (U/A)		

ⁱⁱⁱ Benin, Botswana; Burkina Faso; Burundi; Cameroon; Cape Verde; CAR; Chad; Comoros; Congo; Cote d'Ivoire; Djibouti; DRC; Eritrea; Ethiopia; Gabon; Gambia; Ghana; Guinea; Guinea Bissau; Kenya; Lesotho; Liberia; Madagascar; Malawi; Mali; Mauritania; Mauritius; Mozambique; Namibia; Niger; Rwanda; Sao Tome & P.; Senegal; Seychelles; Sierra Leone; Somalia; South Sudan; Sudan; Swaziland; Tanzania; Togo; Uganda; Zambia; Zimbabwe

^{iv} Original programme document was from Oct 2015–Sept 2016 but extended to December 2017.

^v *Outcome 4 (RP) and 7 (SP): Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.*

^{vi} **Cite source**

^{vii} ^{vii} Benin, Botswana; Burkina Faso; Burundi; Cameroon; Cape Verde; CAR; Chad; Comoros; Congo; Cote d'Ivoire; Djibouti; DRC; Eritrea; Ethiopia; Gabon; Gambia; Ghana; Guinea; Guinea Bissau; Kenya; Lesotho; Liberia; Madagascar; Malawi; Mali; Mauritania; Mauritius; Mozambique; Namibia; Niger; Rwanda; Sao Tome & P.; Senegal; Seychelles; Sierra Leone; Somalia; South Sudan; Sudan; Swaziland; Tanzania; Togo; Uganda; Zambia; Zimbabwe

^{viii} Original programme document was from October 2015–September 2016, but was extended to December 2017.

^{ix} *Outcome 4 (RP) and 7 (SP): Development debates and actions at all levels priorities poverty, inequality and exclusion, consistent with our engagement principles.*

^x The tasks for this assignment (as per the TOR-Annex 1) were divided into 3, as following:

Task 1–Desk review following the initial meeting with SAT; the Consultant conducted a detailed review of all relevant programme documents produced during its implementation. Documentation included, but is not limited to (see list of documents in Annex): programme documents; programme reports; and data on implementation of the Africa - Kazakhstan Partnership for SDGs project collected from stakeholders. Upon review of the documentation, the Consultant will submit a detailed evaluation design and work plan for the evaluation process, including: a list of interlocutors; interview and survey questions to be issued to stakeholders; and dates for the briefing/de-briefing sessions. During the desk review the Consultant will focus on evaluating the project's baseline, indicators, targets, quality and adequacy of programme approach rather than its objectives and outputs. Task 1 will not exceed 5 working days.

Task 2–Evaluation upon approval of the evaluation design and work plan by SAT; the Consultant is expected to carry out the evaluation of the Africa/Kazakhstan Partnership for SDGs, via desk review and collecting data through interviews and/or surveys with stakeholders from partner localities. SAT will provide support to the Consultant in the organization of meetings, surveys, and interviews, as necessary. Once the data collection process is completed, the Consultant will analyze the data and information collected (qualitative and quantitative) and draft an evaluation report including main findings and a concept for a possible follow-up direction. The report will seek to assess programme progress, efficiency and adequacy; process and level of success towards achieving all outcomes and outputs; the quality of project deliverables; and the developmental impact of the Africa/Kazakhstan Partnership for SDGs initiative as well as an analysis of the projects contribution/attribution towards achieving the outputs and outcomes. The report should include the data, inputs and analysis, as well as success indicators used, and an overview of the effectiveness of the project from the perspective of various stakeholders. The evaluation will also capture the efficiency of project organization and management. The draft report will contain the positive or negative, intended or unintended, changes brought about by the programme and identify factors which facilitated or impeded the realization of intended objectives.

The draft evaluation report will be submitted to SAT for an initial review. The minimum structure of the evaluation report (to be written in English language) is the following: • Executive summary, • Introduction, • Methodological approach, • Evaluation of findings, • Conclusions and recommendations, • Relevant annexes/graphs & tables. A briefing session will be organized with SAT to present the findings and recommendations of the evaluation report and propose a vision for next steps. Task 2 will not exceed 5 working days.

Task 3 – Submission of the evaluation report following the briefing session; the Consultant is expected to prepare an evaluation report, capturing findings and recommendations on both the programme approach and performance. Suggestions and comments gathered during the briefing session will be taken into consideration in addition

^{xi} See Annex X for the list of interviews conducted.

^{xii} During this project's sponsored two regional workshops(see activities review), the following actions were determined by participants as needed to happen in order to build a strong foundation for the realization of the continental and global goals: (a) raising awareness at the regional and country levels on the global and continental development agendas, (b) defining national development strategies that would respond to the new development frameworks, (c) aligning national development plans with Agendas 2030 and 2063 through target setting, and (d) setting baselines and assessing data requirements to inform decision-making and track progress on SDG/Agenda 2063 implementation. All of these elements will require enhanced capacities at the country level, especially in Ministries of Foreign Affairs, Finance & Planning, National Statistical Offices, civil society organizations, and the private sector.

^{xiii} Evaluator took note that the project document was compiled quickly (Administrator and Mission decision made about partnership in September 2015 and LPAC at UNDP headquarters in October 2015). The stated intention, (SAT interviewed), was to provide support to the MOFA and other senior African officials to engage in critical international events, but also for MOFA and others officials to learn about the SDGs (including how to implement them) and to support cross-regional exchanges for sustainable development type reforms.

^{xiv} Consequently, this Project represents a swift response by UNDP and the Government of Kazakhstan to put in place a formal structure with resources and partnerships to operationalize the SDGs and the 2060 Agenda, making it actionable. The Project's implementation timeframe was from 1 October 2016 to 31 December 2018, including a one year extension granted in June 2017. It coincided with a time of change within the UNDP and broader UN context, including the Quadrennial Comprehensive Policy Review (QCPR) and UN System Reform, and a post-Agenda adoption landscape that was quite unique and arguably making it more complex to deliver results during the initial years of the Agenda's adoption.

^{xv} From the Dakar Report on the Sustainable Development Summit (25 September 2015), wherein UN Member States adopted a landmark universal transformational agenda—"The 2030 Agenda for Sustainable Development." 2030 Agenda is an agenda for people, planet, and prosperity, which also "seeks to strengthen universal peace in larger freedom." It is a universal agenda to be implemented by "all countries and all stakeholders, acting in collaborative partnership." It envisions a better a better world, free of poverty and want, and is to be realized through the attainment of the 17 Sustainable Development Goals (SDGs), 169 targets and 231+ "monitorable" indicators. Undoubtedly, Agenda 2030, which calls for leaving no one behind, presents significant challenges, as well as numerous opportunities, for Africa's development. ☒ The 50th Anniversary Solemn Declaration, adopted at the African Union (AU) Summit of May 2013, in which the Heads of State and Government of the AU laid down a vision for the 'Africa We Want', including eight ideals, which were later translated into the 'seven aspirations' of Agenda 2063. With a view of operationalizing the seven aspirations articulated in the continental agenda, the African Union Commission (AUC) developed the First 10-Year Implementation Plan (2014-23), which was adopted by member states at the AU Summit in June 2015. The plan outlines the goals associated with each of the seven aspirations, the priority areas for each goal, and sets national, regional and continental targets to be achieved in a ten-year time horizon, that is, by 2023. Agenda 2063 is an integral part of Agenda 2030 as affirmed in para 42 (of Agenda 2030) which states '[member states...] reaffirm the importance of supporting the African Union's Agenda 2063 and the programme of the New Partnership for Africa's Development (NEPAD), all of which are integral to the new Agenda'. The success or otherwise of these two development agendas will depend, largely, on how well African countries implement them in an integrated manner at the sub-national, national, sub-regional and regional levels. Important steps in the integration process include, but are not limited to raising awareness at the regional and country level on the global and continental development agendas; defining national development strategies that respond to the new development frameworks; aligning national development plans with 2030 Agenda and Agenda 2063 through target setting, setting baselines and assessing data requirements for informing decision making and tracking progress. Needless to say, all actions will require enhanced capacities, especially at the national level, within key government institutions, civil society organizations, academia and private sector.

^{xvi} The Agenda 2030 for example was viewed as a transformational development framework , integrated in nature, indivisible and universal in scope; and has been founded on the principle of leaving no one behind. The Agenda

evolved from a broad and inclusive consultation process involving 88 national consultations (including 31 for SSA), 11 thematic discussions, as well as a host of regional consultations.

^{xvii} Drawing on quick assessments undertaken by UNDP’s Regional Bureau as well as UNECA, Ms Casazza noted that there is a significant convergence between the two Agendas—90% at goal level and 69% at target level (70-75% of the goals and targets). The areas of convergence include poverty, inequality, climate change, social development; environment sustainability; and peaceful and inclusive societies and responsive institutions. She indicated that at the 9th Conference of Ministers of Finance, Planning and Economic Development (31 March 2016 to 5 April 2016), adopted a resolution for a joint results framework to mainstream the two agendas and that efforts are already underway to develop such an integrated and coherent framework for the joint mainstreaming and implementation of these two agendas.

^{xviii} Annex 1 – Kazakhstan Regional Project Work plan 2015–2017; for further details.

^{xix} Annex 7 – Summary Report on the second “on demand” capacity microgrants.

¹² Annex 8 – Report on the Astana Symposium on Promoting South-South Development.

^{xxi} Angola; Benin; Botswana; Burkina Faso; Burundi; Chad; Comoros; Congo; Cote Ivoire; Djibouti; DRC; Eritrea; Ethiopia; Gambia; Germany; Ghana; Guinea; Guinea Bissau; Lesotho; Liberia; Madagascar; Malawi; Mali; Mauritania; Mauritius; Mozambique; Namibia; Niger; Sao Tome & P.; Senegal; Seychelles; South Sudan; Sudan; Swaziland; Togo; Uganda; Ukraine; Zambia; UNDESA; UNDP/RBA; World Bank; Zimbabwe

^{xxii} The symposium was organized by UNDP in partnership with the Government of Kazakhstan and the Astana Civil Service Hub with the purpose of promoting a development policy exchange for African countries on programmatic and strategic imperatives that can help countries transform their economies towards industry, job creation and inclusive growth. The symposium attracted 83 participants: mostly senior government officials from 41 countries^{xxii} and focused on identifying and showcasing good examples from countries in the global south that have successfully transformed their economic structures. The workshop emphasized the need to ensure that development in Africa is anchored on diversified and industrialized economies to ensure resilience and growth that is inclusive, to ensure reductions in poverty and inequalities in the continent and push Africa towards a sustainable development pathway. At the end of the 4-day meeting, which included a study tour to three industries at the special economic industrial zones, participants had the following:

- A practical understanding of the benefits of diversification and industrialization for sustainable growth by stakeholders,
- A better understanding of existing opportunities, partnerships and collaboration with South-South partners,
- Shared ideas, lessons and policy advice on economic diversification and industrialization.

^{xxiv} Annex 3–Mission Report.