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PROJECT DOCUMENT

[Country name, or Global/Regional Project]

Project Title: Transforming the development cooperation landscape in Africa to implement the SDGs through South-South Cooperation

Project Number:


Implementing Partner: UNDP Regional Service Center for Africa (UNDP Botswana, Cape Verde, Cote d'Ivoire, Equatorial Guinee, Kenya, Nigeria, Rwanda, South Africa and Uganda)

Start Date: September 2016 **End Date:** December 2020 **PAC Meeting date:**

Brief Description

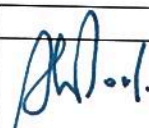
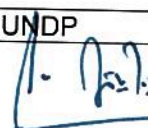
The overall goal of this regional South-South initiative is to promote South-South cooperation partnerships and exchanges as a means to stimulate transformational change in Africa and contributing to the achievement of the SDGs and the AUC Agenda 2063 in Africa. UNDP will seek to create networks of partners around specific issues with the aim to foster dialogue and development cooperation, while supporting the emerging development cooperation role of our partners managing the highly complex nature of the development cooperation architecture. Such network and South-South partnerships will be based on principles of mutual benefit, sovereignty, ownership, equality, non-conditionality and non-interference and will be focus on exchanging knowledge, ideas, expertise, products, services, participants and resources in key relevant SDG sectors

The initiative which is anchored in output 4 of the Regional Programme for Africa, will reach out to partners in Africa going beyond the mere state to state South-South Cooperation by promoting the South-South multi-stakeholders approach. Furthermore, the project will connect a broad set of players, including south-south providers inside and outside of Africa tackling the national, but also the local level. In addition, the project will build a wide network of partnerships with the private sector, private foundations, financial institutions, international NGOs and universities. In this sense, the project's particular focus will be on facilitating horizontal knowledge and experience exchanges and on promoting innovative solutions to SDG related development problems through partnering with those who generate them or can help scale them up.

Contributing Outcome (RPD): 
 RPD Outcome 4. Strengthening African Engagement in Global Development Debates
 SP Outcome 7. Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles:
 Indicative Output(s):
 SP Output 7.2 Enhanced South South Cooperation (SSC) and Triangular Cooperation (TrC) for regional development solutions
 SP Output 4.3 Mechanisms in place to generate and share knowledge on development solutions

Total resources required:	2,680.000 USD	
Total resources allocated:	UNDP TRAC:	150,000
	Government (from UNDP CO):	Nigeria 50,000 Botswana 50,000 Cote d'Ivoire 50,000 Kenya 50,000 Uganda 50,000 Equatorial Guinee 50,000
Unfunded:	2,230.000 USD	

Agreed by (signatures):

Government	UNDP	Implementing Partner
		
Print Name:	Print Name:	Print Name:
Date:	Date: 25/05/17	Date:

I. DEVELOPMENT CHALLENGE

The development landscape in Africa has drastically changed in the past two decades. After years of development work, particularly towards the achievement of the MDGs, there is an enormous wealth of knowledge, technologies and capacities accumulated in the continent. This wide variety of knowledge, experience and expertise, constitutes a great opportunity to stimulate transformational change in Africa and contribute to the achievement of the SDGs and the AUC Agenda 2063 in Africa, through South-South and Triangular Cooperation as a complement to traditional ODA.

Many African countries have emerged as international cooperation partners and providers, increasingly sharing their knowledge, skills and experiences with their neighbouring countries or other countries in the continent facing similar development challenges. But, as indicated in UNDP's corporate strategy on South-South and Triangular Cooperation, these exchanges are not tapping into the full potential of what a South-South and Triangular Cooperation partnership could bring. Some of the constraints faced in this regard are that these exchanges are generally conducted on an ad-hoc basis and fail to achieve impact at scale; they lack a systematic approach and follow up; they are not tailored to different country typologies; and they are mostly limited to exchanges between governments, having yet to leverage support from the private sector, civil society and other non-state actors¹. These limitations are generally the result of weak regulatory and institutional capacities for south-south cooperation, which can hinder the expansion of SSC and TrC. Another concrete constraint in the African context is the weak inter-regional exchange of successful African experiences, which could certainly enrich the development solutions in regions such as Latin America, the Arab States Asia, and Pacific. A final compounding factor is the absence or limited nature of global fora for dialogue, experience exchange and, perhaps, decision-making among developing countries themselves and their partners, platforms where they can come together to assess how SSC and TrC are progressing and can be strengthened further in the future.

As the [Common African Position on the Post-2015 Development Agenda](#) stresses in the path towards the SDGs and Agenda 2063 achievement, there is a need for mutually beneficial partnerships, with international support linked to national and regional priorities, and in particular supporting low-income, landlocked, Small Island and post-conflict countries. At the same time there has also been a push to look for multilateral solutions to consolidate African voices and resources for greater impact and reach in development. With this view in mind, the [Addis Ababa Action Plan](#) encouraged *'developing countries to voluntarily step up their efforts to strengthen South-South cooperation, and to further improve its development effectiveness in accordance with the provisions of the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation.'*², in the context of poverty eradication and sustainable development.

While on the one hand responding to the proposal of 19th High Level Meeting on South-South Cooperation that highlighted the potential of SSC and TrC to be a powerful driver of innovation, sustainability and growth, this regional initiative furthermore calls for more open and transparent partnerships to address the priorities of the 2063 African Agenda and SDGs by sharing development experiences, facilitating knowledge exchanges in science, technology and innovation; promoting capacity-development, mainstreaming SSC and TrC in the national development frameworks and designing more robust mechanisms for systematic coordination, measurement and reporting.

In this context, UNDP through its Regional Service Center for Africa, in line with its Strategic Plan and the recently developed UNDP's corporate strategy on South-South and Triangular Cooperation will deploy its core assets towards this partnership: its UN coordination role, impartiality, relationships of trust, global, regional and country reach and expertise, with a special

¹ Evaluation of South-South Cooperation

² paragraph 57 [Addis Ababa Action Plan](#)

focus on the integrated sustainable human development specific areas. In this regard, UNDP will harness the full potential of SSC and TrC to implement the African Agenda 2063 and the SDGs by broadening, deepening and expanding the flow of knowledge/ideas/expertise/products/services for development impact. Furthermore, it will support the promotion of fora for dialogue, consultation and consensus-building on development priorities, as well as particular SSC and TrC priorities.

II. STRATEGY

The overall goal of this regional South-South initiative, anchored in output 4 of the Regional Programme for Africa - is to promote South-South Cooperation partnerships and exchanges as a means to stimulate transformational change in Africa and contributing to the achievement of the SDGs and the AUC Agenda 2063 in Africa.

Although UNDP and many countries in Africa have been engaging in South-South Cooperation exchanges, as highlighted in UNDP's evaluation and its SSC Strategy, these initiatives were mostly organized on an ad-hoc basis with a lack of a systematic approach. In order to generate the transformational potential of South-South Cooperation and Triangular Cooperation, there is need to support countries and regional institutions to develop their own policy frameworks and assess institutional capacities that are aligned with their national and regional priorities to support long term regional integration efforts.

In this regard, the project will seek to develop the capacities of the countries to share its development solutions and create South-South partnerships around specific development priorities³ in Africa with the aim to foster dialogue and development cooperation, among African countries, while strengthening African position and engagement in global development debates⁴. Such network and South-South partnerships, will be based on principles of mutual benefit, sovereignty, ownership, equality, non-conditionality and non-interference and will focus on exchanging knowledge, ideas, expertise, products, services, participants and resources, in key relevant SDG sectors

The project aims at addressing the current limitations for South-South and Triangular cooperation and reach out to partners in Africa going beyond the mere state to state cooperation by promoting the South-South multi-stakeholders approach. The initiative will connect a broad set of players, including South-South providers inside and outside of Africa, targeting the regional, national, but also the local level. In addition, the project will build a wide network of African partnerships with the private sector, private foundations, financial institutions, NGOs and universities. In this sense, the initiative's focus will be on facilitating horizontal knowledge and experience exchanges, while promoting innovative solutions to SDGs and African Agenda 2063 related development problems through partnering with those who generate them or can help scale them up.

The main outputs of the initiative will include

- (a) African emerging countries become South-South providers and global partners (working through various UNDP Country Offices in Botswana, Cape Verde, Cote d'Ivoire, Equatorial Guinea, Kenya, Nigeria, Rwanda, South Africa and Uganda);
- (b) Common position on key specific SDGs relevant sectors strengthened
- (c) South-south and triangular regional and inter-regional partnerships (on SDGs and the 2063 Agenda relevant sectors involving African and other South-South partners) promoted.

³ Linked to SP Output 7.2 Enhanced South-South Cooperation (SSC) and Triangular Cooperation (TrC) for regional development solutions

⁴ Output 4 of the Regional Programme for Africa

III. RESULTS AND PARTNERSHIPS

Expected Results - The main outputs of the initiative will include

1. African emerging countries become South-South providers and global partners (working through UNDP Botswana, Cape Verde, Cote d'Ivoire, Equatorial Guinea, Kenya, Nigeria, Rwanda, South Africa and Uganda);

This will be achieved through the capacity strengthening of national and regional institutions to articulate, implement and assess plans, policies and programmes designed to expand the use of SSC and TrC for development. The RSCA, through its team of advisors and experts will provide regional trainings on selected development topics (SDGs relevant, RBM and Project Management) and technical advisory services to regional and national institutions to better document development solutions as south-south offers and articulate demand for solutions sourced from other developing countries. Furthermore, institutional capacity development will be promoted through the establishment of South-South Cooperation units at country level to coordinate the demands. This support will particularly include the development of the enabling environment for SSC (through technical advisory services for development of policies, plans, etc), the consolidation of a database of development solutions that are ready to be shared with other partner countries and the establishment of national rosters of experts that can be deployed to other partner countries to provide technical expertise on key SDG sectors and the development of nationally-managed monitoring systems to assess progress and impacts of SSC and TrC, as part of the country monitoring of Agenda 2063 and the SDGs.

Under this component, the following activities will be undertaken:

- ❖ **Activity 1.1. Regional meeting for emerging development cooperation providers in Africa.** A regional kick off meeting will be organized to convene all the emerging development cooperation providers. The meeting will be attended by the government representatives of the interested countries in charge of moving forward at the country level the establishment of South-South Cooperation Units (accompanied by UNDP COs). At this regional meeting, Member countries will share and present their good practices, which will then be vetted by all participants for potential codification and scale up. The meeting will aim at defining a common roadmap which will guide in the setting-up of a regional South-South and Triangular cooperation mechanism for the implementation of the SDGs and the agenda 2063 at the continental level.
- ❖ **Activity 1.2. Regional trainings on key relevant development cooperation issues to emerging development cooperation providers.** The project will put the very own experience and expertise of the RSCA in the diverse areas of development, as well as the specific RBM, procurement and operation support at the service of the relevant government representatives (accompanied by UNDP COs) through regional trainings. The trainings will aim at enhancing the capacities of the relevant units in the key SDGs development sectors, to act as a strategic development partners, by linking the global, the regional and the country knowledge and expertise.
- ❖ **Activity 1.3. Technical assistance at country level for National SSC Units.** The project will provide targeted support to countries for the establishment and consolidation of the enabling environment – Legislative frameworks, institutional structures such as South-South Cooperation Units, etc. - to effectively put in place South-South Cooperation Mechanism at country level. This support will be provided, in coordination with the global SSC team in BPPS/DIG, as part of the services previewed under the developed UNDP's corporate strategy on South-South and Triangular cooperation. Besides the strengthening and institutionalization of national units, that have been at the centre of SSC initiatives, project recognizes the need to establish SSC focal points across different Ministries and work across different actors in the country for, inter alia, coordination, engagement and capacity development support.
- ❖ **Activity 1.4. Technical assistance for the codification of good practices to share and establishment of national roster of experts.** The project will provide assistance to regional, national and local institutions to better document solutions as offers and

articulate demand for solutions sourced from other developing countries. It will also put in place M&E systems that can assess the impact of solutions received or offered to countries or other partners. For such dedicated support to be provided to the relevant units at the national and regional level and for a systematic approach to be ensured, it is important to keep a comprehensive review of all the regional projects to encourage strong linkages and to increase the impact of solutions. Therefore, the results of this codification of good practices will be fed into the database for African SSC/TrC solutions called the africa.southsouthworld.org, a solutions platform that has already been put in place by the UNOSSC in the Europe and Commonwealth of Independent States (ECIS) and Arab States Region. The africa.southsouthworld.org, platform will, in turn, inform the Global Development Solutions Exchange and link these codified initiatives with other regional platforms to promote inter-regional exchanges.

2. **Common position on key specific SDGs relevant sectors strengthened.** This will be achieved through the promotion of an inclusive dialogue, consultation and consensus-building on SDGs processes in the continent with a particular focus on UNDP's relevant SDGs areas. In close collaboration with the UNOSCC, these regional dialogues will involve regional institutions (such as the AU and the RECs), African governments, the private sector and civil society. Furthermore, the project will contribute to the development of regional measurement and reporting mechanisms that will report on the contributions of SSC and TrC to the Agenda 2063 and SDGs achievement.

Under this component, the following activities will be undertaken:

- ❖ **Activity 2.1. Regional research on good practices and lessons learned for policy discussions around key SDGs related topics.** The project will link with other regional and global project initiatives and launch regional research on key SDGs relevant topics, with a particular focus to showcase the good practices that can be codified and further scaled up, while providing lessons learned that can influence policy discussions at national and regional level.
- ❖ **Activity 2.2 Regional meetings for consensus building around key SSC regional priorities.** The project will support the facilitation of and/or technical support to regional and global fora where African government representatives and other partners will come together to discuss, debate and build consensus on regional priorities, principles, opportunities, performance and peer-to-peer learning. The Project will support the establishment of a regional measurement and reporting mechanism that will assess the contributions of SSC and TrC to the Agenda 2063 and the SDGs. During these meetings, at the request of the conveners and member states themselves, the project will bring the regional and inter-regional experts for sharing experiences and mutual learning, while providing inputs that can activate the dialogue to see how SSC and TrC can best contribute to Agenda 2030 and the AU Agenda 2063.
- ❖ **Activity 2.3 Support regional institutions to represent the region's consensus in Global Fora.** The project will facilitate the participation of African partners (regional institutions, government, think-tanks, CSOs) to make sure that the African perspectives, needs and the common agreements reached under the Activity 2.2. will be presented, discussed and integrated into global policies and international cooperation for development debates.

3. **South-south and triangular regional and inter-regional partnerships (on SDGs relevant sectors involving African and other South-South partners) promoted.**

Through this third component the UNDP RSCA will link its potential partners (countries interested in the Project) with the soon to be established Global Development Solutions Exchange system⁵, as well as NEPAD's APDev platform and provide advisory services to

⁵ As previewed under UNDP's corporate strategy on South-South and Triangular Cooperation

enable our partners articulate needs and request or offer development solutions, build partnerships, access all the tools needed to secure practical agreements, find ways of successfully executing such agreements, and report on and assess results in a comparable, open and rigorous manner so as to foster experience-sharing and mutual learning.

Under this component, the following activities will be undertaken:

- ❖ **Activity 3.1 Training at regional level on the management of the Global Development Solutions Exchange Platform.** The RSCA will invite government representatives (accompanied by UNDP COs) and provide regional trainings that will aim at presenting the Global Development Solutions Exchange Platform and as such enable them to make use of the Platform.
- ❖ **Activity 3.2 Organization of sectoral Match-Making events.** The project will facilitate the organization of sectoral events where countries will present their good practices and other countries will formulate their support demands on key SDGs relevant topics.
- ❖ **Activity 3.3 Facilitation of bilateral and multilateral (in case of coalition) dialogue meeting conducive to partnership.** The Project will provide technical support and advisory services for the facilitation of bilateral and multilateral agreements for the promotion of knowledge, skills and technical know-how exchanges under SDGs relevant topics.
- ❖ **Activity 3.4 Partnership agreements reached in key topics, among key countries in the region.** Under this activity the RSCA will facilitate the launching and implementation of the terms included in the agreements, while provide effective *monitoring and evaluation of the expected outcomes.*

Partnerships

- As part of the Regional Programme for Africa, the establishment of South-South led Partnerships will be key in shaping development debates and for the particular resource mobilization for this project implementation. The project will establish and/or strengthen partnerships with various actors at the regional level. This includes leveraging assets from non-state actors, particularly the private-sector, philanthropic organizations and policy think tanks. Furthermore, formalized partnership arrangements will need to be established with apex AU institutions (the AUC, NEPAD agency, and RECs). It is also envisaged that UNDP Country Offices (particularly those representing the emerging development cooperation providers, such as UNDP Botswana, Cape Verde, Cote d'Ivoire, Equatorial Guinea, Kenya, Nigeria, Rwanda, South Africa and Uganda) will collaborate effectively to ensure that regional processes are effectively anchored in national programmes. To fill the existing funding gap, the project aims to leverage its successful SSC/TrC examples to encourage the continued engagement of member countries, private sector, philanthropic organisations and other funding partners.
- The Programme will aim at bringing all the emerging African countries on board for the initiative. As such, and in line with the south-south cooperation principles of equal partnership and mutual benefit, the programme will aim at promoting the emerging development partner role in the African, but also Global development cooperation architecture, while providing capacity development services to these countries to become a south-south provider as south-south providers. In turn, the programme will aim at receiving contributions from these countries at the technical level, through in-kind contributions of technical experts for south-south exchanges, but also at the financial level.
- The below lists serves only as an example of actors and initiatives we will be drawing upon and/or, where possible, working with, to ensure the success of this engagement:
 - **UN System broadly:** The regional project will leverage the knowledge and expertise of the UNOSSC, as the UN System coordinator for SSC in the continent, including through the engagement of relevant UN agencies when thematically

relevant (particularly for output 2). The UNDP intends to make full use of its complementarities with the UNOSSC and work within its multilateral South-South support architecture that will enable UN system organizations, national South-South cooperation entities and the civil society to meaningfully engage in promoting expertise, sharing successful development solutions and transferring appropriate technologies to achieve the SDGs and Agenda 2063.

- **Regional and sub-regional organizations:** UNDP will build upon its strong relationships with regional and sub-regional organizations across the African continent to help ensure coherence and complementarity of programming in this area. Specifically, we will work with the NEPAD, linking the intervention with the implementation of the pillar on South-South Cooperation of the African Action Plan on Development Effectiveness.
- **Bilateral actors/Member States:** This project will also build upon and seek the collaboration with a wide range of emerging development cooperation providers, who are already shaping the South-South Cooperation and overall development cooperation architecture.
- **Civil society:** In order to ensure the appropriate engagement of the CSOs in all the process, the project will work closely with civil society through established CSO networks in the continent, with a special focus on the African branch of the CSO Partnerships for Development Effectiveness.
- **Academia and think-tanks:** UNDP will expand partnerships with think-tanks in Africa, with a particular focus on the African Think Tank Network (ATTN). African universities will be leveraged as important impartial platforms for bringing together diverse groups of young people to dialogue on global, regional and country, SDG relevant issues.

Risks and Assumptions

This regional project aims at promoting South-South Cooperation amongst African countries for SDGs & Agenda 2063 implementation, through the strengthening of the capacity of African countries to become development cooperation providers. As such, the sustainability of its achievements would require the ownership and the commitment of African political leaders for sharing their knowledge, skills and technical know-how with their peer countries. It will also require the commitment of African CSOs and think-tanks to network and develop indigenous capacity in the formulation of development solutions towards the SDGs implementation. In view of the above, the project will develop mechanisms to manage certain risks which could hamper the success of this regional initiative.

The table below identifies some of the risks and the measures proposed to mitigate them.

Risk	Type of Risk	Probability	Mitigation
Lack of political commitment by African regional institutions to take ownership on the process	Political	Medium	Ensure the synergies with NEPAD/AUC African Action Plan on Development Effectiveness (its pillar on SSC) and make this initiative one of the instruments of operationalization of the Agenda 2063.
Lack of political commitment and limitations at national level to put in place the enabling environment for establishing SSC/TrC mechanism	Political/technical	Medium	Ensure the continuous oversight of the situation at national level, while engaging the broad range of stakeholders at national level to find appropriated solutions from think-tanks and CSO to response to the challenges.

Risk	Type of Risk	Probability	Mitigation
Ability to mobilize all the necessary resources to the Project implementation	Political/technical	Strong	Promote the engagement of key South-South and Triangular Cooperation providers in the initiative. Ensure the commitment of selected African countries to contribute to the project budget either with in-kind contribution or financial contribution. Encourage government, private sector and CSO alike to use this momentum to further promote its ties with the African providers by financially contributing to this regional initiative. In this regard, partnerships with the other Southern countries' private sector, government as well as UNDP office will be highly stimulated.
Length of activities	Technical	Medium	Preparation of early implementation action plans in each of the targeted country, with a core committee at national level in charge of the close monitoring of the project activities that will liaise on a bi-monthly basis with the Project manager.

Stakeholder Engagement

- The key stakeholders of this initiative are the South-South development partners, including national, sub-regional and regional partners, as providers and as recipient of innovative development solutions.
 - ✓ The project will initially envisage to engage national governments of selected countries (inside Africa tackling the regional, sub-regional, national and the local level) to develop their capacities to become south-south providers, while supporting them in the codification process of their good practices (on SDG sectors), making them accessible and ready to share with the rest of the countries in the continent.
 - ✓ It will also aim at building a wide network of partnerships with the private sector, private foundations, Islamic financial institutions, think-tanks, international NGOs and universities in order to promote the policy research and advocacy that can influence the dialogue and discussions around SDG sector and Africa Agenda 2063.
 - ✓ It will also seek to engage other inter-regional south-south providers in the implementation of the SDG agenda and the AUC 2063 agenda.
 - ✓ It will also engage African South-South providers and recipients in Dialogue Forums to create common understanding and consensus building in relevant SDG and SSC/TrC issues.

South-South and Triangular Cooperation (SSC/TrC)

- This initiative is itself a South-South Cooperation Project.

Knowledge

- Under this project, the RSCA will support the codification process of potential best practices on SDGs and Agenda 2063 relevant sectors from each relevant country to promote its dissemination and further adaptation under a south-south partnership.

Sustainability and Scaling Up

- Capacity development is a long-term process that will not fully be achieved within this project cycle. However, this project's approach is to promote longer term south-south

cooperation partnerships between countries in order to ensure sustainability of support. The project and the knowledge generated and codified through the implementation of the project will be uploaded and managed in the soon to be established Global Development Solutions Exchange Platform. Through this platform, interested countries can in the future access information on knowledge generated. Furthermore, the Monitoring and Evaluation plan of this project will continuously monitor and assess UNDP's support and key milestones over the project period, and recommend corrective approaches to ensure sustainability of interventions.

- The project envisages the establishment of South-South Cooperation Units within the key selected regional countries for the creation of the enabling policy and intutional environment at national level. National ownership and commitment will be crucial in this capacity development process in order to ensure the long term work and sustainability of these created units.
- Through the capacity development and the policy advisory services UNDP's corporate strategy on South-South and Triangular Cooperation will help UNDP to further scale-up its support to South-South and Triangular Cooperation including through the development of a global demand-supply matching and solution exchange platform, aiming to enlarge and facilitate partnership opportunities. This platform will enable partners to list demands, feature scalable Southern development solutions backed up with expertise and institutions, and connect to financing mechanisms. UNDP will also offer a range of flexible modalities to support a dynamic engagement of governments, non-governmental organizations, development banks, civil society, and more broadly the private sector, in order to maximize the potential of South-South and tTriangular Cooperation for achieving sustainable development goals and the Africa Agenda 2063. (What about the African 2063 Agenda?)

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness


The project will be anchored in the Regional Programme and leverage the partnerships and activities with the activities previewed in other regional projects under the Regional Programme, particularly with output 2 and output 3, in specific topics that are relevant for SDGs implementation. It will also link with the global initiatives on the establishment of the Global Development Solutions Exchange Platform, as well as the Global Coalition of Think Tank Networks on SSC/TrC.

Project Management

This Regional Project derived from the Regional Programme (RP) will be implemented at the regional level and directly managed from the Regional Service Centre in Africa, based in Addis Ababa. The project contains a combination of direct implementation and national implementation elements, which will depend on partnerships with government and administrative counterparts. The project will include initiatives at the Regional and Country Office level. The RSC will be the lead in coordination and facilitation and will also be administratively responsible for the implementation of the whole project in partnership with participating Country Offices. The project activities will be therefore implemented at regional level, except the activities related to the output 1 of the project, which will be implemented at national level in the targeted countries, namely Botswana, Cote d'Ivoire, Equatorial Guinee, Mauritius, Mozambique, Nigeria, Rwanda, South Africa and Uganda. At the national level, the respective Country Offices will lead implementation.

The project technical implementation will be led by the South-South Cooperation Specialist working at the Regional Service Center in Africa, who will be responsible for achieving the respective project outputs and also contribute to the overall Regional Programme Outcomes.

V. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework: RPD Outcome 4. Strengthening African Engagement in Global Development Debates </p>			
<p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:</p>			
<p>Applicable Output(s) from the UNDP Strategic Plan: SP Output 7.2 Enhanced South South Cooperation (SSC) and Triangular Cooperation (TrC) for regional development solutions</p>			
<p>Project title and Atlas Project Number:</p>			
OUTPUTS	OUTPUT INDICATORS ⁶	ACTIVITIES	ROLE OF PARTNERS
<p>Output 1 - (a) African emerging countries become South-South providers and global partners (working through UNDP Botswana, Cote d'Ivoire, Equatorial Guinea, Kenya, Nigeria, Rwanda, South Africa and Uganda);</p>	<p><i>Results Indicator 1.1</i> No. of the SS providers participating SS south-south and triangular partnerships (at national, regional, sub-regional, levels) <i>Number policies and programmes developed to expand the use of SSC and TrC at national and sub regional levels</i></p> <p>Data Source: Frequency: Baseline (year): (Women: ; Men:) Target (year): (Women: ; Men:) ...</p>	<p>1.1 Regional meeting for emerging development cooperation providers in Africa 1.2 Regional trainings provided on key relevant development cooperation issues to emerging development cooperation providers 1.3. Technical assistance provided at country level for the policy and institution support of south-south cooperation (National SSC/TrC Units) 1.4 Technical assistance provided for the codification of good practices to share and establishment of national roster of experts.</p>	<p>UNDP, Ministry of Planning, Ministry of Foreign Affairs or other relevant Government Unit in charge of SSC/TrC</p>
			<p>200000 400000 800000 400000 TOTAL 1,800,000 USD</p> <p>Monitoring Costs: 10,000 USD</p>

⁶ It is recommended that projects use output indicators from the Strategic Plan, as relevant, in addition to project-specific results indicators

<p>Output 2 - Common position on key specific SDG relevant sectors strengthened</p>	<p>Results Indicator 2.1 Number of regional and sub regional dialogue platforms on common position on key specific SDG relevant sectors established Data Source: Frequency: Baseline (year): Target (year):</p>	<p>2.1 Regional research on good practices and lessons learned for policy discussions around key SDG related topics 2.2 Regional meetings for consensus building around key SSC/TrC regional priorities 2.3 Support provided to regional institutions to represent the region consensus in Global Fora</p>	<p>AUC, NEPAD, RECs, relevant government units, Regional Think-Tanks, Regional CSO Platforms, UNOSSC, UNDP.</p>	<p>200000 200000 100000 TOTAL 500,000 USD</p> <p>Monitoring Costs: 10,000 USD</p>
<p>Output 3 - South-south and triangular regional and inter-regional partnerships (on SDG relevant sectors involving African and other South-South partners) promoted.</p>	<p>Results Indicator 3.1 Number of South-South and Triangular cooperation partnerships that deliver measurable sustainable development benefits for participants (national, regional, sub-regional, inter-regional entities)</p>	<p>3.1 Training provided at regional level for the management of the Global Development Solutions Exchange Platform 3.2 Organization of sectoral Match-Making events 3.3 Facilitation of bilateral and multilateral (in case of coalition) talks conducive to partnership 3.4 Partnership Agreements reached in key topics, among key countries in the region.</p>	<p>AUC, NEPAD, RECs, relevant government units, Regional Think-Tanks, Regional CSO Platforms, UNOSSC, UNDP.</p>	<p>100,000 200,000 TOTAL 300,000 USD</p> <p>Monitoring Costs: 10,000 USD</p>



VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring activity	Purpose	Frequency	Expected action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency stated for each indicator in the RRF.	Slower than expected progress will be addressed by project management.
Monitor project implementation	Country field mission should be conducted on a regular basis to monitor the implementation of the activities of the project in the targeted countries. The monitoring mission should include direct meetings and discussions with the stakeholders, among which beneficiaries should be targeted primarily.	At least quarterly	Detailed field mission reports should be developed, including specific recommendations to improve the project implementation.
Monitor and manage risks	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Project management identifies risks and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual project quality assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Strengths and weaknesses will be reviewed by project management and used to inform decisions to improve project performance.
Review and make course corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	Quarterly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.

Project report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures and any evaluation or review reports prepared over the period.	Annually and at the end of the project (final report)	
Project review (Project Board)	The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling-up and to distribute project results and lessons learned with relevant audiences.	Recommended quarterly. Mandatory at least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project Mid-Term Evaluation		SP Output 7.2 Enhanced South Cooperation (SSC) and Triangular Cooperation (TrC) for regional development solutions SP Output 4.3 Mechanisms in place to generate and share knowledge on development solutions	RPD Outcome 4. Strengthening African Engagement in Global Development Debates	June 2018	Relevant Ministry in charge of SSC/TrC in targeted countries, CSO, Regional Think-Tanks, Regional Institutions, SSC/TrC providers, UNOSSC, UNDP	\$50,000, project budget

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Project Management

This Regional Project is derived from the Regional Programme (RP) as approved by the UNDP Executive Board. As such, this project is subject to the regional programme's business processes and accountability framework. This project was prepared under the leadership of the Regional Bureau for Africa (RBA) and the Bureau for Policies and Programme Support (BPPS) through a consultative process involving potential South-South and Triangular Cooperation providers (as beneficiaries) through the relevant UNDP Country Offices, the NEPAD/AUC, regional think-tanks and civil society organization from Africa, as well as the SSC/TrC counterparts from the Global SSC/TrC team (BPPS/DIG).

A project board will be established in line with the oversight and accountability frameworks established by UNDP's Executive Board for the efficient and effective implementation of this project. The board serves as a vital element of the project's strategic advisory mechanism to deliver on institutional effectiveness - especially on transparency and accountability underpinned by Results-Based Management (RBM) and timely reporting to the relevant UNDP corporate oversight bodies on development results.

Consistent with this, the Board is broad-based, drawing from the full range of project stakeholders, among them: the inter-governmental regional bodies including the AUC, NEPAD and RECs, donor partners, civil society organizations (CSOs) and UNDP (Corporate, Regional Service Centre and Country Offices). This participatory approach and due regard for ownership builds upon the consultative process employed during the formulation of this Project which involved all of these stakeholders in design, development and review of the final project document.

In ensuring that the development results of the Project are achieved (and aligned to UNDP's Strategic Plan 2014-2017 and RBA Regional Programme), the overarching responsibility of the Project Board is to assist the RSC Director to carry-out their broad oversight responsibilities, especially with regard to accountability, monitoring and evaluation, strategic forward planning, overall RBM, quality assurance and risk management requirements as a whole.

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

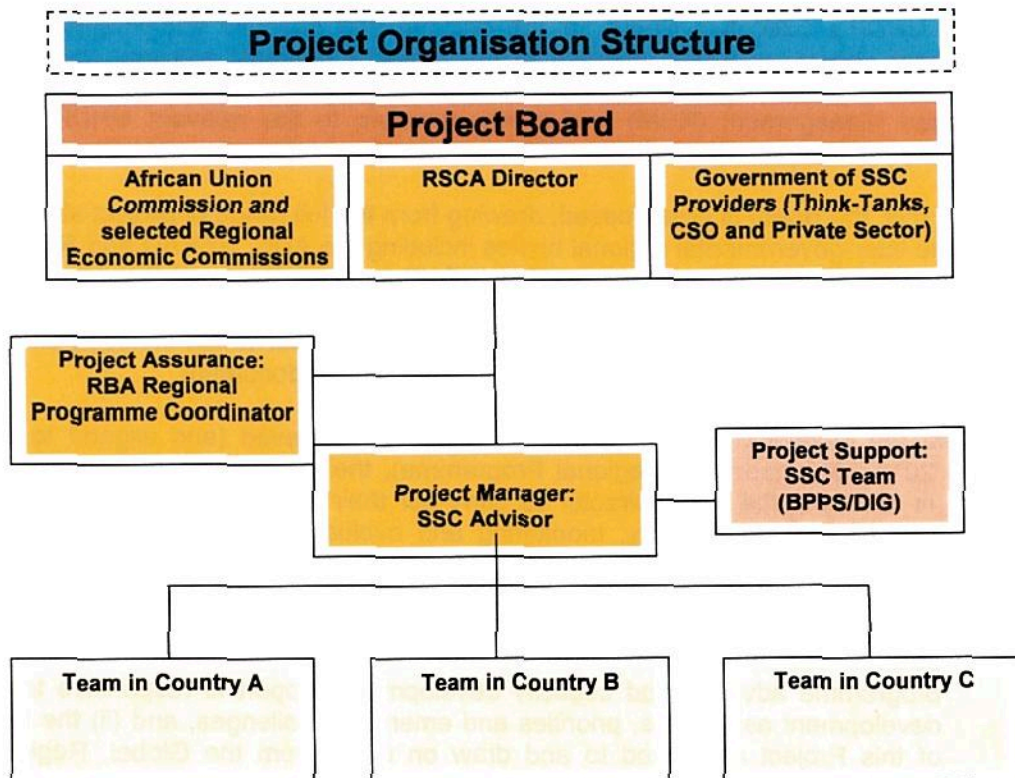
The project technical implementation will be led by the South-South Cooperation Specialist working at the Regional Service Center in Africa, who will be responsible for achieving the respective project outputs and also contribute to the overall Regional Programme Outcomes.

The Project contains a combination of direct implementation and national execution elements, which will depend on partnerships with government and administrative counterparts. The project will include initiatives at the Regional and Country Office level. The RSC will be the lead in coordination and facilitation and will also be administratively responsible for the implementation of the whole project in partnership with participating Country Offices. At the national level, the respective Country Offices will lead implementation.

Project assurance

The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project assurance takes place independently of the Project Manager; therefore, the project board cannot delegate any of its assurance responsibilities to the project manager.

Project Organisation Structure



VIII. LEGAL CONTEXT

Consistent with Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

