

IV. ANNUAL WORK PLAN (TO BE COMPLETED JANUARY 2015)

Year: 2015

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

V. MANAGEMENT ARRANGEMENTS

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

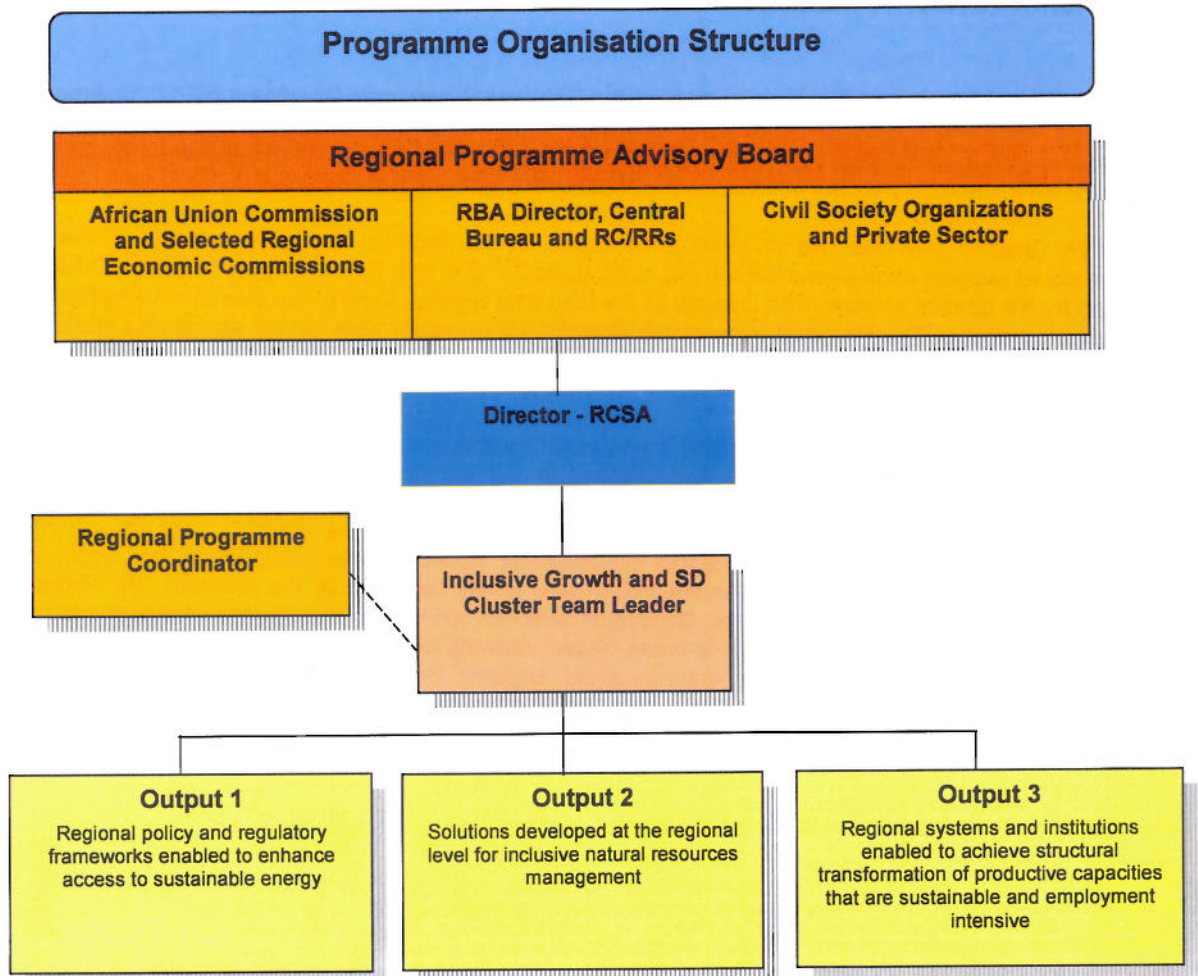
The RBA Director provides overall strategic direction of the regional programme and the five project documents to support its implementation. He is supported in this role by the Deputy Regional Director and assisted by his Special Advisor. The Director of the Regional Service Centre has overall management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

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

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

- a. Provide strategic advice on current and emerging development issues (economic, political, social) which could be addressed by the Regional Programme to ensure that: (i) policy, programme advisory and capacity development support is responsive to Africa's development aspirations, priorities and emerging challenges, and (ii) the initiatives of the Regional Programme are linked to and draw on those from the Global and Country Programmes, whenever appropriate;
- b. Responsible for the approval of the annual work-plan for the regional projects
- 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 Regional Programme.

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



VI. MONITORING FRAMEWORK AND EVALUATION

The overall evaluation plan for the Regional Programme Document for Africa (RPD) 2014-2017 which will be implemented through the five regional project documents is attached to this project document under Annex 1. The project includes specific activities to enhance availability and the quality of data to monitor and inform its contribution to economic transformation as well as a project evaluation after the first year of implementation.

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- Project lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Quarterly Progress Report:** A quarterly progress report shall be prepared by the Project Manager and submitted to the Regional Director.
- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

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

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
Purpose	<i>What is the purpose of the activity?</i>	

Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

VII. LEGAL CONTEXT

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

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

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

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

ANNEXES

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

RPD outcome	Strategic Plan results Area	Evaluation title	Partners (joint evaluation)	Evaluation commissioned by (if other than UNDP)	Type of evaluation*	Planned evaluation completion Date	Estimated cost*	Provisional source of funding
OUTCOME EVALUATIONS								
Growth and Development are inclusive and sustainable incorporating productive capacities that create employment and livelihoods, especially for the poor and excluded.	SP Outcome #1	Evaluation of RP outcome# 1			Outcome Evaluation	2016 Q2	\$80,000	Regional Programme
Citizen's expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance	SP Outcome #2	Evaluation of RP outcome # 2			Outcome Evaluation	2016 Q2	\$80,000	Regional Programme
Faster progress is achieved in reducing gender inequality and promoting women's empowerment	SP Outcome #4	Evaluation of the RP 4+ 1			Outcome Evaluation	2016 Q2	60,000	Regional Programme
Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate Change.	SP Outcome #5	Evaluation of RP outcome# 3			Outcome Evaluation	2016 Q2	\$80,000	Regional Programme
Development Debates & actions prioritize poverty, inequality, and exclusion with our engagement principles	SP Outcome #7	Evaluation of RP outcome# 4			Outcome Evaluation	2016 Q2	\$80,000	Regional Programme
PROGRAMME EVALUATION								
All Outcomes (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24)	SP Outcomes	Formative Evaluation of the Renrinal		24	Other	2016 Q4	\$150 000	Regional

Assumptions:

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

Annex 2: UNDP Lessons Learnt from RPD 2008-2013

Summary of Recommendations from RPD 2008-2013:

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

UNDP/RBA Responses to Recommendations:

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

Annex 3: Regional Programme and Project Risk Mitigation

RISK	MANAGEMENT RESPONSE
<p>Conceptual framework and theory of change maybe overtaken by emerging issues in rapidly changing development environment in Africa</p>	<ul style="list-style-type: none"> - The regional programme has a robust evaluation plan and monitoring framework to ensure that the programme/projects remain relevant. - The regional Programme has developed a contingency plan to respond the emerging issues that need a regional response by UNDP.
<p>UNDP investments and support to regional bodies and frameworks are translated into national development plans</p>	<ul style="list-style-type: none"> - UNDP utilize its national presence to domesticate key regional frameworks into national development plans. - Encourage partners in the other sectors to ensure domestication of regional frameworks.
<p>Lack of adequate resources will present a challenge in achieving the results of the regional programme and component project.</p>	<ul style="list-style-type: none"> - UNDP is currently developing a regional programme resource strategy to ensure additional resource are secured for the programme - A sustained and visible communication strategy will be developed for the regional programme in order to attract further partnerships and resource for the RP.
<p>Political commitment and long-term cycle of pursuing poverty eradication, inclusive economic and social transformation as contained in Agenda 2063, CAP, Africa Mining Vision may fail to translate into concrete continental actions and additional resources that are integrated in core planning, budgeting and monitoring systems at regional and national levels</p>	<ul style="list-style-type: none"> - UNDP will continue to support regional and sub-regional partners to translate continental and regional commitments into actions, resource mobilisation and monitoring and evaluation systems. - UNDP and partners will support advocacy and dialogue that engages public and private institutions, and civil society at all levels on progress related to the achievement of key continental and sub-regional commitments
<p>Development of sustainable energy access framework and climate resilient strategy and policy development may be constrained by limited data, empirical evidence, and tools on the social and economic costs and impact on the most marginalized and vulnerable groups</p>	<ul style="list-style-type: none"> - As part of UNDP's support to MDGs and Post 2015 agenda, UNDP and partners will collect and analyse data to inform, monitor, evaluate, educate, advocate and raise awareness on issues related to inclusive and sustainable development

Limited awareness, access to information and institutional dialogue platforms for integrated long-term planning that weaves together the social, economic, environmental, and governance strands of sustainable development

- UNDP will continue to incorporate awareness-raising and advocacy campaigns into its programming linked to rigorous empirical evidence and analysis

