Social Protection for Sustainable Development in Africa (SP4SD Africa)

Project Number:

Implementing Partners: UNDP (Regional Bureau for Africa), African Union Commission

Start Date: 2018   **End Date: 2021**   **PAC Meeting date:**

Brief Description
This four-year regional project is designed to enhance the capacities of continental, sub-regional and national institutions to design, implement, monitor and coordinate delivery of social protection to those excluded or marginalized from socio-economic processes. The project is designed to reach these objectives through regional and national initiatives, achieved through technical assistance to participating countries, South-South collaboration as well as creation and dissemination of knowledge and guidance products. At the continental and sub-regional levels, the project will support the capacities of the African Union Commission (AUC) and selected Regional Economic Communities (RECs) in relation to the promotion, development and improvement of social protection. At the country level, the project will work with 15 selected countries to strengthen their national policies and institutions tasked with the delivery of social protection, particularly to populations who are at risk of being left behind. Building upon these enhanced capacities, the project will facilitate an improved access to broad-based social protection that will bring about transformative change by improving people's well-being, helping them cope with crises and by breaking the inter-generational poverty cycle. The project intends to complement existing efforts by helping to systematize fragmented policies, address capacity gaps, reduce overlaps and increase coordination of social protection programming within government structures and with the UN community to foster coherence and greater programmatic effectiveness. This project is a partnership between UNDP Regional Bureau for Africa (RBA) and the African Union Commission.

Contributing Outcome (RPD):

Expected Regional Programme (2018-2021) Outcome: Regional growth is inclusive, sustainable, with reduced economic inequalities, and characterised by structural transformation (Regional Programme Outcome 2); Output 2.1: AUC, RECs and member states are enabled to design, implement, monitor and coordinate delivery of social protection to those excluded or marginalized.

Corresponding UNDP Strategic Plan (2018-2021) Outcome 2: Accelerate Structural Transformations for Sustainable Development (Outcome 2); Signature Solution #1 Poverty, Output: 2.1.2 Capacities developed for progressive expansion of inclusive social protection systems.

Corresponding SDG target: 1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.
Corresponding SDG Indicator: 1.3.1.

Indicative Output(s):
Output 1: National institutions in 15 countries are enabled to promote, develop and improve social protection.
Output 2: The African Union Commission (AUC) and Regional Economic Communities (RECs) are enabled to promote, develop and improve social protection.
Output 3: Policy and knowledge on social protection are developed and disseminated including through South-South Cooperation and 'triangular' collaboration.
Output 4: Capacities of national institutions to design, implement and monitor social protection programmes for informal economy workers are strengthened.

Total resources required:		27,255,000 USD
Total resources allocated:		
	UNDP TRAC:	(UNDP/RBA Regional Programme) **3,000,000 USD**

	Donor:		
	Donor:		
	Government:		
	In-Kind:		
Unfunded:		2	**24,255,000 USD**

Agreed by (signatures):

Government	UNDP	Implementing Partner
Print Name:	Print Name:	Print Name:
Date:	Date:	Date:

1. DEVELOPMENT CHALLENGE

1.1 Socio-economic situation

Over the last few decades, countries across the African continent have experienced accelerated economic growth and made some impressive strides towards the achievement of several Millennium Development Goals (MDGs). However, endemic levels of poverty, stark socio-economic inequality and disparities between levels of human development persist in Africa.[1] This has an adverse impact on the lives and livelihoods of millions across the continent. Every second person in a state of poverty in the world lives in sub-Saharan Africa. Although the share of Africans below the poverty line fell from 57 percent in 1990 to 43 percent in 2012, due to population growth the number of poor people in Africa has increased up from 280 to 330 million in that time period.[2] Economic expansion - in many cases driven by the exploitation of natural resources - has not been inclusive, especially of the extremely poor and other vulnerable groups, such as: elderly, women, youth, persons with disabilities, minority ethnic groups and refugees.

Economic growth has also failed to keep pace with Africa's growing youth population, creating the current youth employment crisis.[3] Despite strong economic growth in many countries, the limited amount of jobs created is not currently able to meet the employment needs of the 11 million youth entering the labour market each year.[4] The lack of viable employment alternatives, coupled with limited social protection mechanisms that would help young people cope with difficult periods and facilitate their inclusion into productive processes, is forcing many young men and women to work for wages that keep them well below the poverty line. Too often youth are forced by circumstances to engage in subsistence activities in agriculture, working for no pay in family micro-businesses.[5] For youth with higher education, available jobs match neither their expectations nor aspirations, prompting a brain drain of human capital - capital that is sorely needed at home.

In search of jobs, many move from villages to cities joining the 'army' of under-employed youth working in low-end services; many others migrate abroad with hope of a better future, the journey that far too often ends tragically. For many households, sending one or more family abroad or to the urban centres is a lifeline strategy for injecting a much-needed cash-flow. Not only is this 'internal and external' migration preventing the continent from capitalizing upon its 'demographic dividend', it is also causing a number of societal ills, including separation of families, weakened communities, delayed marriages, and/or creating an extra burden on both younger and older family members. For those who return home,[6] in the absence of job opportunities, re-migration becomes a natural option - or indeed the only one. In Ethiopia, for example, it has become a widespread practice amongst returnee Ethiopians to re-emigrate shortly after their initial return.[7] Worryingly, the lack of viable economic prospects and endemic political marginalization is making youth ever more susceptible to propaganda purported by violent extremist groups.[8]

In addition to the dynamics described above, many Africans experience deprivations and vulnerabilities that are unique to the African continent. These include recurring food crises, the long-

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[1] Unless specified otherwise, this project document refers to all 55 African countries.

[2] Poverty in a Rising Africa, World Bank, 2016.

[3] Africa hosts the highest cohort of youth globally, with 40% of Africans under the age of 14. The average age of an African citizen is 30 years.

[4] World Bank, Youth Employment in Sub-Saharan Africa, 2014.

[5] Youth often do not make enough money to keep themselves and their families above the poverty line (measured at 1.25$/day), due to underemployment and working poverty. ILO data from 52 developing countries shows that youth accounted for 23.5 per cent of the total working poor, but for only 18.6% of non-poor workers. (ILO, 2011).

[6] The IOM reports that 25,000 – 30,000 migrants on average are annually assisted to return: IOM, *IOM and assisted voluntary return and reintegration (AVRR)* 1.

[7] Yadeta, N.N. An in-depth study of the nature, trend and magnitudes of female migrant domestic workers from Ethiopia to Gulf Co-operation Council (GCC) states, Lebanon and Sudan (Zero Draft Study Report, submitted to UN Women Representative to Ethiopia, AU and UNECA, 2015) xv.

[8] Preventing Violent Extremism in Africa: A Development Approach, UNDP, 2016.

lasting effects of HIV/AIDS and other health risks, as well as the effects of climate change, such as droughts and floods. Protracted, cyclical and emerging regional conflicts in the Sahel, the Horn of Africa and the Great Lakes region have reduced the resilience of already vulnerable populations and increased fiscal burden. Finally, due to physical and attitudinal barriers, persons with disabilities (PWDs) struggle to access the labour market. According to UN statistics, around 80 million of the 600 million PWDs worldwide reside in Africa. As has been noted, "[t]he vast majority of Africans with disabilities are excluded from schools and opportunities for work, virtually guaranteeing that they live as the poorest of the poor. School enrolment for the disabled is estimated at no more than 5-10 percent and as many as 70-80 percent of working age people with disabilities are unemployed. The social stigma associated with disability results in marginalization and isolation, often leading to begging as the sole means of survival."[9]

The formidable developmental challenges highlighted above have triggered largely fragmented or typically short-term responses by national governments and development actors, and have so far failed to fully address the underlying drivers of poverty, vulnerability and instability. A more comprehensive, integrated and long-term approach towards building resilience is required, including investment in social protection mechanisms - an investment that would address people's vulnerabilities and help the poor meet their basic needs, while simultaneously contributing to transforming societies.

The current conditions for enhancing social protection are favorable. The continent has ambitious socio-economic aspirations, and the necessary growth rates that can facilitate the fiscal space required to tackle poverty and inequality. Social protection can play a significant role in facilitating these aspirations and the ability of growth to be broad-based and sustainable. Social protection is, furthermore, a multi-sectoral tool compatible with, and a potential catalyst for, achieving the objectives encapsulated in the Sustainable Development Goals (SDGs). This gives UNDP and the entire UN System renewed impetus to support countries in aligning their national social protection efforts with the sustainable development paradigm.

*1.2 Current state of social protection[10] in Africa*

Since the mid-1980s, most of social protection programmes in Africa have been 'reactive' i.e. designed to ensure at least minimum protection of those suffering from extreme poverty, or affected by temporary or seasonal shocks. The increasing number of migrants, refugees and returnees creates an additional level of urgency for countries to take a proactive approach to increase levels of broad-based social protection. Accessing decent work opportunities in the labour market has remained elusive for many, in particular for the most marginalized groups in society. In this context, policy-makers are increasingly turning to social protection as means to address the current developmental challenges and to lay the foundations for a long-term transformation that comprehensive effective social protection can bring about.

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[9] See African Studies Centre Leiden *Disability in Africa*, accessed at http://www.ascleiden.nl/content/webdossiers/disability-africa on 1 August 2016.

[10] A recent UNDP document defines social protection as "a set of nationally-owned policies and instruments that support access to goods and services by all households and individuals at least at minimally accepted levels, to protect them from deprivation and social exclusion, particularly during periods of insufficient income, incapacity or inability to work. On a more operational level, it defines social protection as a system of initiatives that provide social assistance to the extreme poor; ensures access to basic social services to all, especially for groups that are traditionally vulnerable or excluded; stimulates productive inclusion through the development of capabilities, skills, rights and opportunities for the poor and excluded; builds resilience and protects people against the risks of livelihood shocks throughout their lifecycle; and helps remove structural barriers, including barriers within the household, that prevent people from achieving well-being" – see UNDP *A Primer on Social Protection for Sustainable Development* (2016) 9, based on ILO and UNDP, 2011. "Inclusive and Resilient Development: The Role of Social Protection." *Prepared for G20 Development Group, 2010-1011.*

The number of cash-transfer programmes in Africa, for example, has risen from just a few in middle-income countries before 2000 to an estimated 120 today with the frequency of introduction of programmes in the past five years unmatched by previous periods (See Figure 1).[11]

Figure 1: Cumulative programmes introduced in the past century and exist as at 2015 in Africa
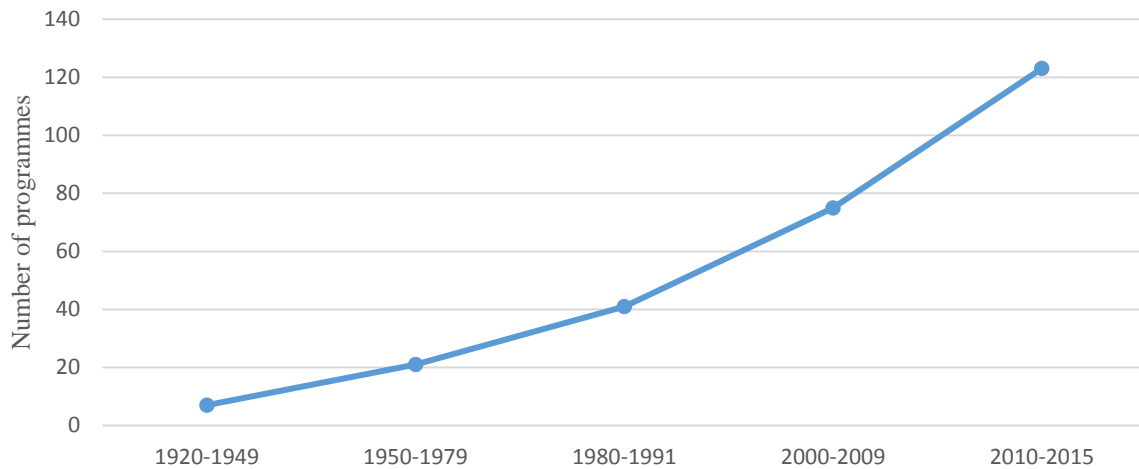
Most of countries in Africa (44 out of 55) make a reference to social protection in their constitutions where they place emphasis on safeguarding the vulnerable populations (See Figure 2).[12] Likewise, social protection is increasingly embedded in national policy frameworks. More than half of African countries have either a National Social Protection Policy or a National Social Protection Strategy, or both. The domestication project is also apparent by governments taking over pilot programmes, increased institutional capacity and governance standards and commitment of more domestic resources toward social protection programmes.

Figure 2: Prioritised groups in the African Constitutions with regards to social protection
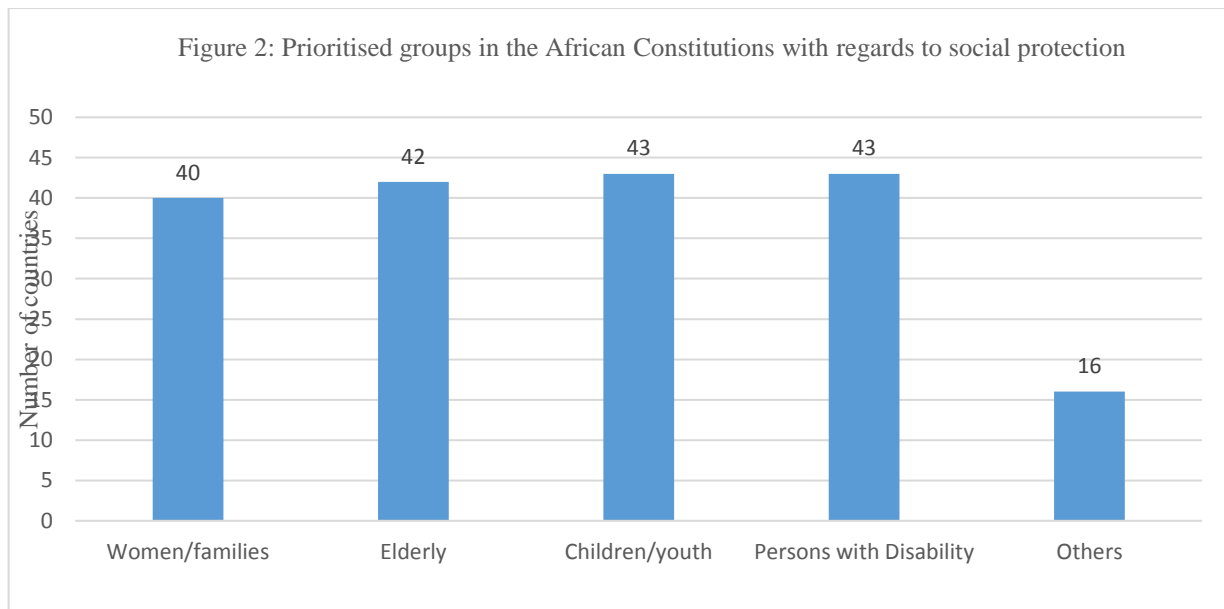
Countries such a Ghana and Kenya, furthermore, are reforming their pension and health systems to reach individuals in the informal sector.[13] A wide range of mutually-supportive measures have been

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[11] The State of Social Protection in Africa Database, UNDP (forthcoming).

[12] *Ibid.*

[13] World Bank, 'The State of Social Safety Nets 2014', Washington, DC, 2014. Available from http://bit.ly/1qZU0ZG.

introduced to extend social protection coverage to those who work informally[14] and international standards – most notably ILO Recommendation 204 of 2015 - provides countries with guidance on the transition from informal to formal economy, inter alia, via the provision of social protection.

In several countries, social protection schemes are evolving from fragmented stand-alone programmes to integrated systems aligned with a person's life-cycle to address peoples' vulnerabilities associated with specific stages or events of their lives – for example, during youth, pregnancy, old age, illness, or disability, for example.

Despite these recent positive developments, only 20 percent of extremely poor -approximately 44 million people - have access to some form of social protection in Africa.[15] Not only is the coverage unsatisfactory, but when the cash transfers do reach the poor, the amount are far from adequate (See Table 1).

Table 1: Social assistance (or safety nets) per poor person/ in USD[16]

Country	Social assistance per poor person	Year
Benin	8.67	2011
Burkina Faso	21.1	2014
Djibouti	7.21	2013
Egypt	20.65	2010
Ethiopia	44.97	2010
Gambia	11.63	2010
Ghana	40.41	2012
Lesotho	135.61	2010
Madagascar	6.03	2010
Malawi	7.24	2010
Senegal	20.75	2011
Sierra Leone	40.38	2011
South Africa	1939.75	2011
Zimbabwe	3.02	2011

A review of social protection programmes in Africa undertaken by UNDP in 2016 demonstrated that African governments still face complex and interconnected challenges in moving to a more comprehensive and transformative coverage, even in the wake of enhanced fiscal ability.[17] These challenges can be grouped into the following areas detailed below: 1) Structural weaknesses of African economies and labour markets, leading to social protection systems with restricted scope; 2) Weak governance frameworks, inadequate system design and low institutional capacity; and, 3) Financing and financial sustainability. Furthermore, linkages between social protection, environmental disasters and degradation, and with labour markets have been insufficiently attended to, especially for vulnerable groups, including: PWDs; victims of conflict/post-conflict contexts, or natural and man-made disasters; individuals vulnerable to radicalization processes; and, migrant returnees.

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[14] See M Olivier "Work at the margins of social protection: Expanding the boundaries of social protection in the developing world" in *Invisible Social Security Revisited: Essays in Honour of Jos Berghman* (eds: W van Oorshcot, H Peeters & K Boos) (Lannoo Publishers, 2014) (p 215-230); European Commission *Study on Social Protection in Sub-Saharan Africa* (Olivier, M, F Andrianarison and M McLaughlin, 2013) 80-84.

[15] Calculation based on data from UN-ECA, AU, AfDB, UNDP (2014), 'MDG Report 2014' and UN-DESA, 'World Population Prospects, The 2012 Revision', Highlights and Advance Tables, 2012.

[16] Recalculated from the ASPIRE database, World Bank.

[17] 'Social Protection in Africa: Present and multiple futures, in: Social Protection for Sustainable Development: dialogues between Africa and Brazil' 2016. Available from: https://rioplusscentre.org/sp4sd/, UNDP 2016.

At the continental level, social protection programmes have become a unifying strategy for the African Union (AU) to address chronic poverty, and a tool for socio-economic transformation. Social protection has found its place in policy-making circles, and increasingly politicians and AU officials give it due attention, paving the way for the national legislatures to define the State as a 'duty bearer,' and the people as 'rights holders' in relation to social protection.[18]

In the Addis Ababa Declaration on Social Protection for Inclusive Development (24 April 2015), Ministers in charge of Social Development, Labour and Employment of the AU Member States committed to, *inter alia,* "[…] pursuing the rights-approach to social protection aimed at inclusive development that leaves no one behind […]; enhance[ing] political will in order to fully engage in the implementation of the AU Agenda 2063, where it concerns social development, labour and employment; driving social protection by conviction and non-partisan political vision; investing in social protection for a multiplier effect that promotes social and sustainable development; recognizing recipients of social protection as rights holders and active citizens; […]."[19]

The Ministers of Labour and Social Affairs of African States have also requested the elaboration of: an additional protocol to the African Charter on Human and People's Rights on the Rights of Citizens to Social Protection and Social Security; the development of a Social Agenda (i.e. a revised Social Policy Framework) for the AU Agenda 2063; and, the promotion of South-South cooperation on social protection, in collaboration with UNDP, ILO, UNICEF, FAO and AfDB.[20] Subsequently, the AU Executive Council turned these commitments into decisions during the Twenty-Seventh Ordinary Session, 7-12 June 2015, in Johannesburg, South Africa.[21] These decisions now need to be 'domesticated' into national legal and policy frameworks. The AU has also developed sector-focused instruments, such as: SPIREWORK for social protection in the informal sector; the Joint Labour Migration Programme (JLMP); and, earlier, the AU Migration Policy Framework, in relation to migrants and migrant workers. Social protection specific instruments have been introduced by some of the Regional Economic Communities (RECs).

1) *Structural weaknesses of African economies and labour markets, leading to social protection systems with restricted scope*

In developed countries, social protection/insurance benefits, such as pensions, unemployment benefits, severance pay and maternity leave, are based on contributions from employers and employees, and are attached to a person's employment status. Social assistance 'catches' those who may be left out or in demanding circumstances, such as disability, households with many children, etc. In Africa, however, the coverage based on one's attachment to the formal labour market is negligible due to the very structure of African economies and labour markets. According to the ILO, only 8 percent of the African labour force is potentially eligible for benefits based on their formal employment status and prior contributions.[22]

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[18] This position has been solidified in a number of more recent regional instruments and initiatives, most notably in: the AU Agenda 2063; the First Ten Year Implementation Plan (2013-2023) under Agenda 2063; the Livingstone Accord (2006); the AU's Social Policy Framework (2008) Strategy for Africa; the African Civil Society Platform for Social Protection; the Common African Position on the Post-2015 Development Agenda (CAP); Five Year Plan for the Employment and Poverty Alleviation in Africa (2014); and, the AU Strategic Action Plan 2014-2017.

[19] The African Union, 'Addis Ababa Declaration on Social Protection for Inclusive Development', AU, Addis Ababa, Ethiopia, 24 April 2014.

[20] Ibid. The Addis Ababa Declaration combined with ministers' request to enhance South-South collaboration on social protection were informed by recommendations from the International Seminar on Social Protection in Africa organized jointly by UNDP, its RIO+ Centre and the AU in collaboration with the Lula Institute and the Government of Brazil. Twelve African Governments participating in the Seminar called for social protection grounded in human rights, aligned and managed within the national legislature and development strategies. The recommendations further stipulate that "technical cooperation and capacity development support from development partners, such as the UN system, will continue to play a critical role in supporting governments to strengthen their social protection systems, including through South-South cooperation exchanges and partnerships."

[21] Decisions, Executive Council, Twenty-Seventh Ordinary Session, Johannesburg, South Africa, June 2015.

[22] International Labour Organization, 'World Social Protection Report', ILO, 2014/15.

Indeed, in sub-Saharan Africa broadly speaking, informal employment constitutes 66% of all non-agricultural employment (excluding South Africa and other countries in the Southern African region, many of which have a relatively low prevalence of informal employment). If informal employment in agriculture is included, this rate is as high as 90% of employment in some countries (e.g. Ghana).[23] The relationship between informal work in low-productivity environments and low-paid positions is evident.[24]According to an ILO study conducted in 2008, the gender dimension of informal employment in sub-Saharan Africa is evident from the fact that 84% of women non-agricultural workers are informally employed, as opposed to 63% of male non-agricultural workers.[25]

2) *Weak governance frameworks, inadequate system design, and low institutional capacity*

Weak governance frameworks and inadequate institutional capacity - including a lack of planning concerning how social protection fits into broader development plans in a given context - limits the potential of social protection to address developmental challenges.[26] Social protection policies have emerged in several countries in recent years, but policy development in this area remains limited. Legislative and governance frameworks often lag behind international standards, and deprive citizens from claiming their rights.

Contrary to labour laws, which consider informal economic activity to a certain extent in a growing number of developing countries, social insurance laws are often still predicated on a pre-existing employer-employee relationship. Social insurance cover, therefore, tends to be narrow, leaving the most vulnerable - in particular those in informal employment - without any form of social protection.[27] On the other hand, social assistance as well as a myriad of labour market promotion programmes for the poor do not meet the current needs either because the coverage is too limited or because transfers are too small to make a long-lasting difference in the lives of the poor. In addition, by definition they omit those who are in a position to contribute to a scheme that would provide them with a desired level of protection.

The above challenges relate, inter alia, to inherited institutional designs, and related governance and management problems. In many African countries there are clear indications of excessive state intervention or interference.[28] Social protection system design and implementation is marred by high administrative costs and generally low human resources capacities. Furthermore, one of the major sources of distrust in social protection institutions concerns mismanagement, since it remains insufficiently regulated by international standards. Cross-border co-ordination of social protection is currently insufficiently developed and, in some regions, almost totally absent - with significant impacts on the dynamics of migration within the African continent.

The absence of an integrated approach – as evidenced by the fragmentation of interventions and lack of coordination - is arguably the most urgent issue to tackle in order to improve the effectiveness of existing programmes. Some initiatives take a sectoral approach without taking into account the need

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[23] *Empowering People for Inclusive Growth: The Perspective of the Working Poor in the Informal Economy*; EC Concept Note – High Level Panel (2012) 2, quoting Vanek, J; Chen, MA; Hussmans, R; Heintz, J; and Carre, F *Women and Men in the Informal Economy: A Statistical Picture* (Geneva, Switzerland, ILO and WIEGO, 2012).

[24] *Ibid* 3.

[25] ILO *Contribution to the joint AU/ILO workshop on the informal economy in Africa* (Dakar, 2008) 3-4.

[26] According to a World Bank report (2014), 24 of 49 surveyed African countries had a social protection policy or strategies, 13 countries were in the process of having one and 12 did not report any. World Bank, 2012

[27] See also Kaseke, E "Social protection and poverty reduction in the Southern Africa Development Community" 24(2) *Journal of Social Development in Africa* (2009) 37-51 at 41-43.

[28] In the area of investment decisions certain governments have directed these funds to invest in specific projects or companies. Furthermore, in some cases investments may not be made off-shore. Some fund managers also often tend to invest in assets which may not provide the best yield, such as real estate. In other African countries, however, direct government control has been put at arm's length by, for example, the adoption of legislation that contains investment guidelines, and the establishment of separate investment committees: Barbone, L. and Sanchez, L. B. "Pensions and social security in sub-Saharan Africa – Issues and options", in *Social Security in Africa: New realities* (Thirteenth African Regional Conference, Accra, 6-9 July 1999, Social security documentation, African Series No. 21 International Social Security Association, Abidjan) 14-18; Olivier, M "Acceptance of social security in Africa" *Proceedings of 15th African International Social Security Association Regional Conference* (ISSA), 9-12 August 2005 (ISSA 2006) 1-3 (Executive Summary),.

for social protection at different stages of a person's life-cycle; others, offer a humanitarian-type of response to crises without creating pathways to a long-lasting change. Many countries in Africa struggle with the institutional set-up of social protection programmes, and have limited capacity for implementation and coordination, since this often involves coordinating across institutions and agencies at different levels of government and, in many cases, outside of government. Coordination challenges and a lack of clearly defined roles between governments, development partners, non-government organizations (NGOs) and entities in the private sector are particularly striking in Africa. Donor, NGOs and/or Corporate Social Responsibility (CSR) social protection initiatives are rarely coordinated, sometimes working in isolation from each other, or even at cross-purposes. Actors tend to apply their own criteria of engagement according to their individual agendas, which sometimes leads to inclusion and exclusion errors in the coverage, or redundancy. Donor-driven programmes generally lack government ownership, as they are mostly pilots, *ad hoc,* and have limited timeframes and funding streams. Pilot and temporary schemes, despite some positive effects on poverty alleviation, also tend to have limited impact due to the restricted personal and spatial scope of coverage, and constraints tied to scheme-associated timeframes.[29]

Other common problems with the design of social protection schemes include: ineffective targeting that leads to the exclusion of the poor, or leakages to non-poor; insufficient monitoring and evaluation; limited accountability and transparency. Many countries have limited capacity for monitoring and evaluating social protection programmes, which prevents them from correcting existing errors, and from informing future policies and long-term planning processes. Although more and more programmes are gaining support from the ground-up, many still follow the 'top-down' approach and demonstrate weak community participation of those they are envisaged to serve. Crucially, limited transparency and accountability in the management of such programmes deprives civil society of a key accountability mechanism, and prevents the government from being able to advocate for social protection and win public support for reforms.

3) *Financing and financial sustainability*

Social protection is chronically underfunded and often overly dependent on donor resources. Some countries, i.e. resource-rich ones, are increasingly able to finance social protection programmes, but some lack the political will to do so, while others are still contending with financial viability and sustainability. In the latter case, countries tend to depend on donor resources to finance social protection programmes, which weakens their sustainability and ownership. Additionally, the overall expenditure on social protection programmes in Africa is not commensurate with the size of the challenge and lags behind the world average.[30] In terms of social safety nets (non-contributory schemes) only Mauritius and Lesotho spend over 4 percent of GDP on such programmes (see Table 2).[31]

While Overseas Development Assistance (ODA) will remain important, steady economic growth, increasing evidence of the economic benefits of investments, combined with the affordability of social protection mechanisms even in low income countries will help create a conducive environment to increase social protection programmes by widening the tax base and improving the efficiency of tax and public budgeting systems. Recent country case studies support the above evidence. Brazil, for example, introduced cuts in its civil service pension scheme to enable the financing of its redistributive social assistance schemes.[32] Some countries have established sovereign wealth funds, financed through mineral extraction revenue, and used these funds to support social protection

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[29] European Commission *Study on Social Protection in Sub-Saharan Africa* (Olivier, M, F Andrianarison and M McLaughlin, 2013) 12.
[30] Including health expenditure, sub-Saharan Africa spends on average 5.3% of GDP (population weighted) on social protection, compared to 10.2% in the LAC region or 13.6% in North Africa. Source: ILO, 2010. World Social Security Report 2010.
[31] See Annex I, Table 3 for the ranking of social protection expenditure in African countries where data is available.
[32] ADB *Social Protection for Older Persons: Social Pensions in Asia* (2012) 30.

programmes – for example, the Human Development Fund in Mongolia.[33] Lesotho's Government has also been successful in creating fiscal space by increasing tax and non-tax revenue. In order to do this, it enhanced its tax collection, among other strategies, allowing it to take over certain donor-funded social protection programmes. Furthermore, the Lesotho Government undertook a fiscal reprioritisation a few years ago in order to finance the introduction of a universal Old Age Pension (OAP).[34]

Table 2. Spending on Safety Nets as Percentage of GDP[35]

Country	Social safety net as % of GDP	Latest year	Country	Social safety net as % of GDP	Latest year
Benin	0.1	2009	Mauritius	4.4	2008
Botswana	3.2	2008	Morocco	0.9	2010
Burkina Faso	0.9	2009	Mozambique	1.7	2010
Cameroon	0.2	2009	Namibia	2.8	2011
Egypt	0.2	2010	Niger	0.4	2009
Eritrea	2.5	2008	Rwanda	1.1	2010
Gambia	1.0	2010	Seychelles	3.4	2012
Ghana	0.2	2012	Sierra Leone	3.5	2011
Kenya	0.8	2010	South Africa	3.4	2012
Lesotho	4.6	2010	Swaziland	2.2	2010
Liberia	1.5	2011	Tanzania	0.3	2011
Madagascar	1.1	2010	Togo	0.5	2009
Mali	0.5	2009	Tunisia	0.7	2011
Mauritania	1.3	Average 2008–2013	Zambia	0.2	2011

2. PROJECT STRATEGY

2.1 Institutional background

The development of this project was inspired by the International Seminar on Social Protection hosted by UNDP's RIO+ Centre and UNDP RBA, in collaboration with the AUC, the Government of Senegal and the Government of Brazil (Dakar, April 2015). The Seminar brought together over 100 representatives from 12 African countries, including 30 senior officials and directors of social protection and social protection leaders from Brazil, with the aim of fostering dialogue between Brazil and Africa on the design and implementation of comprehensive social protection systems. The recent report entitled, *Social Protection for Sustainable Development: Dialogues between Africa and Brazil* documents this experience and provides conceptual underpinning for this project.[36] Moreover, the project builds upon the UNDP-led (IPC-IG) Africa-Brazil Programme on Social Development, which focused on conditional cash transfers and has benefited several African countries.[37]

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[33] UNDP *Mongolia Human Development Report 2011* (2011) 23.

[34] M. Olivier *Lesotho Case Study: Report submitted to the European Commission* (2013) 11, 13, 18-19.

[35] World Bank *The State of Social Safety Nets 2014*. Washington, D.C. (2014).

[36] UNDP World Centre for Sustainable Development (RIO+ Centre) and UNDP *Social Protection for Sustainable Development: Dialogues between Africa and Brazil* (2016) 33-45.

[37] The past collaboration included seminars, technical assistance, trainings and workshops as well as impact evaluation and monitoring practices. Funded by Brazil and DfID, the programme promoted knowledge-sharing between African countries and Brazil, on Conditional Cash Transfer Programs in Angola, Kenya, Ghana, Guinea-Bissau, Mozambique, Nigeria, South Africa, Nigeria, and Zambia. For example, in the framework of this initiative, Ghana successfully implemented its 'Livelihood Empowerment against Poverty' programme (LEAP); similarly, Kenya undertook the design and implementation of an integrated social protection registry.

Within UNDP, the project is anchored in the Regional Programme for Africa and is fully aligned with its priorities expressed in Outcome 2, which states: Regional growth is inclusive, sustainable, with reduced economic inequalities, and characterised by structural transformation. Likewise, the project corresponds with Outcome 2 of the UNDP Strategic Plan (2018-2021): Accelerate Structural Transformations for Sustainable Development.

2.2 Rationale

With reference to the state of social protection in Africa discussed in the previous section, its associated challenges, weaknesses, and opportunities, this project will focus on the following elements of social protection in Africa:

1) *Focus on multi-contextual social protection*

    a) <u>Strengthening the preventive, (re)integrative and promotional dimensions of African social protection systems</u>

African social protection systems tend to focus on compensating victims of social risks by providing monetary or in-kind benefits. Preventive arrangements are often insufficiently developed, including in the area of occupational health and safety – as is evidenced from the high reported incidence of occupational injuries and diseases.[38] Moreover, until very recently, little effort was made to return workers reliant on social protection benefits, including social insurance or social assistance benefits, to the labour market. However, reforms in this area are emerging, with reference to the introduction of large-scale public works programmes in countries such as Ethiopia, Ghana and South Africa, amongst others.[39]

It is now generally accepted in social protection policy-making circles - and supported by international standards[40] - that social protection is not merely curative - in the sense of providing compensation - but also preventive. The focus should, therefore, be on the drivers of social insecurity (in the form of social exclusion or marginalization for example), rather than only dealing with the effects. This implies that measures aimed at preventing the risks from arising (such as employment-creation policies, health and safety regulation, preventative health-care, etc.) and remedying or repairing damage (re-skilling or re-training, labour market and social integration programmes, for example) should be adopted as an integral part of the social protection system, alongside compensatory measures.[41]

For countries in Africa, characterized by high levels of informal employment, it is this promotional form of social protection that often becomes the most important component of ensuring well-being,

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A large body of knowledge has been created by IPC-IG as a result of this experience, and has informed the design of this project; in due time, it will also inform its implementation. In particular, we will utilise the impact evaluations of social protection programmes and comparative studies in specific developing countries.

[38] See Lund, F and Marriott, A *Occupational Health and Safety and the Poorest* (Women in Informal Employment: Globalizing and Organizing (WIEGO) Working Paper (Social Protection) No 20; Loewenson, R "Assessment of the health impact of occupational risk in Africa: Current situation and methodological issues" *Epidemiology*, vol 10(5), September 1999, 632-639; Loewenson, R "Globalization and occupational health: a perspective from southern Africa" *Bulletin of the World Health Organization*, vol 79 (9), 2001, 863-868.

[39] European Commission *Study on Social Protection in Sub-Saharan Africa* (Olivier, M, F Andrianarison and M McLaughlin, 2013) 29, 32-33.

[40] Part 10 of ILO Recommendation 202 of 2012 on National Floors of Social Protection; Article 19 of the Code on Social Security in the SADC (Southern African Development Community) (2007) and Article 11(3) of the SADC Protocol on Employment and Labour (2014).

[41] Berghman J "Basic Concepts of Social Security" in *Social Security in Europe* (1991 Maklu) 18, 20; Pieters D *Introduction into the Basic Principles of Social Security* (1993 Kluwer) 2-4.

and yet it tends to be the most neglected. 'Promotional' social protection encourages human development, by helping people obtain health, education, or a livelihood. With regards to livelihoods, such initiatives often take the form of directly providing waged employment in public works programmes (such as in MNREGA in India, for example). Livelihood promotion is most important for those who are self-employed; it can take many forms, including access to a specific space to earn one's livelihood, access to land and common property resources – including, for example, resources or tools that enable one to earn a living.

Evidence supports the importance, and relative success, of linking vulnerable groups to labour market interventions, such as skills development, re-skilling,[42] job placement and employment creation, amongst others for returning migrants and PWDs. With respect to returning migrants, through reintegration assistance programmes sustainable returns are facilitated by addressing factors that originally compelled individuals to emigrate by irregular means, including the lack of local employment opportunities in the country of origin and limited access to health and education services. It is important to provide direct assistance to victims of human trafficking, including skills development and vocational training, as well as career counselling and small business grants to support income-generating activities. Socio-economic support provided to returning migrants promotes their self-sufficiency and support contributions to their local communities.[43]

For those forced to migrate, such as those displaced by crisis, conflict, disaster and environmental degradation, harmonised humanitarian and development interventions are required to build resilience while ensuring that communities cope and recover from crisis, and have improved longer-term development prospects. Good practice examples include the UN/UNDP 'Resilience-Based Development Approach' for the Syria crises, and its 'Regional Refugee Resilience Programme'.[44] Post-conflict recovery through victim assistance has also been provided by UNDP in Albania and Mozambique, including the socio-economic reintegration of victims of mines and unexploded ordnance.[45] UNDP assistance to Benin and Uzbekistan, for example, also prioritised the right to work and employment for PWDs, underpinned by the standards and principles embedded in Convention on the Rights of Persons with Disabilities. In Uzbekistan, these projects adopted a comprehensive approach, including awareness-raising among the general population, employers and employer associations; advice on legislative reforms and disability mainstreaming into labour policies, support to the development of adequate employment facilitation services and support to self-employment.[46]

b) Social protection for sustainable development:[47]

Aspiring to a world without poverty, with decreased inequality and universal access to social protection by 2030, social protection is an important component of the Sustainable Development

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[42] There is little indication in Africa of well-developed links between the skills training and social protection contexts. Skills training frameworks are insufficiently developed and in many countries still in their early stages of development. There has been little focus on targeting specific vulnerable groups with skills training. There is, therefore, an apparent need to link skills development support with those who are: disabled; in need of skills training after an employment injury or disease; the long-term unemployed or socially excluded, including migrant returnees and persons who are victims of post-conflict; those affected by natural and man-made disasters; and persons who are vulnerable to radicalization processes

[43] IOM *IOM and Migrant Assistance*; IOM *Human trafficking: IOM's response*; IOM *IOM and assisted voluntary return and reintegration (AVRR)*; IOM *GAF: IOM's Global Assistance Fund*; IOM *IOM and Reintegration Assistance*.

[44] UNDP *Guidance Note: A Development Approach to Migration and Displacement* (2015).

[45] UNDP *UNDP and Disability Rights: Examples of country-level initiatives* (2012) 11.

[46] *Ibid*, 13: As a result of job-fairs and NGO-based employment services, more than 430 PWDs have been employed. Piloted Employment Services have employed ten PWDs as core staff members. In addition, every year the employment services will support job placement for more than hundred PWDs, mostly from rural areas. The establishment of ten pilot social enterprises ensured the creation of 227 new jobs for vulnerable people (more than 90 per cent are for persons with disabilities) so far. In addition, social enterprises have introduced home-based employment for more than 150 PWDs. Also, in terms of general impact, the number of employed persons with disabilities has increased almost four times in three years from 2200 in 2008 year up to 6200 in 2009, 7559 in 2010 and 8200 in 2011.

[47] Sustainable development combines social, economic and environmental objectives, to which social protection can contribute. See also: UNDP World Centre for Sustainable Development (RIO+ Centre) & UNDP *Social Protection for Sustainable Development: Dialogues between Africa and Brazil* (2016) 33-45.

Goals (SDGs), including as: (i) a target within Goal 1 to eradicate extreme poverty and hunger; (ii) as a target of universal health coverage in Goal 3; (iii) in the equality goal (Goal 10) as a policy area that needs to be pushed to address this inequality; and, (iv) in support of the gender goal (Goal 5). Furthermore, social protection contributes indirectly to several other SDGs, making it one of the most cross-cutting and broad-based development imperatives. For example, social protection constitutes a pillar of decent work and serves as one of the tools to make growth more inclusive, making it relevant to Goal 8 (Decent Work and Economic Growth).

There is ample evidence that well-designed and well-implemented social protection programmes are inherently multi-dimensional, with the potential to significantly impact the trajectory of social development. Social protection programmes have been effective in making growth more inclusive, reducing inequalities, addressing vulnerabilities and increasing resilience against shocks.[48] Such programmes also contribute to better health and education, social cohesion and social justice. Predictable and adequate cash transfers, furthermore, discourage vulnerable households from engaging in negative coping strategies, including behaviour that is harmful to one's health, child labour, or from selling assets in distress arising from exogenous shocks. One of the most internationally acclaimed social protection programmes is Brazil's 'Bolsa Familia' programme, which has: helped 36 million Brazilians to exit extreme poverty; contributed to the reduction of the national poverty rate from 9.7% to 4.3%[49]; helped to increase the education enrolment rate of poor children; and, contributed to the reduction of 45% of infant mortality (under five years old) associated with poverty.[50]

The vast direct and indirect (distributional) impact of social assistance measures, furthermore, which generally provide a regular income to selected vulnerable groups, is evident in several sub-Saharan African (in particular Southern African)[51] countries; in South Africa, for example, with its relatively extensive range of State-provided cash transfers in the form of social assistance benefits, these effects are notable.[52] Furthermore, contributory-based transfers[53] also provide stable and regular benefits to maintain income levels in the event of exposure to social risks, except in the case of lump-sum payments.

With regards to the environmental dimension of sustainable development, it is only recently that some shifts to broaden the application of social protection to other development considerations, such as environmental risks, have been more noticeable. Some innovative programmes have provided evidence of the potential for social protection measures to support environmental sustainability by strengthening resilience against natural disasters, promoting adaptation and mitigation measures that protect ecosystems from further degradation, and facilitating quick recovery. Designed to protect the environment, many such programmes have a positive multiplier effect on households and communities, as is evident from certain programmes in South Africa ('Working for Water Programmes'), Ethiopia (rehabilitation of environment is one of the objectives of the acclaimed 'Productive Safety Net Program') and Brazil ('Programa Nacional de Produção e Uso de Biodiesel' (PNPB)).[54] Some of these programmes, in particular those in South African, facilitated greater participation by women.

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[48] This quality is ascribed to programmes such as Brazil's Familia, Mexico's Opportunidates. In terms of reduction in inequalities, South Africa is a case where Gini fell by 3 percent, a fact contributed to child grants and old age pensions (DFID, 2011).

[49] Campello, Tereza and Neri, Marcelo Côrtes, Programa Bolsa Família: uma década de inclusão e cidadania. Brasília, Ipea, 2013,

[50] Rasella D, Aquino R, Santos CAT, Paes-Sousa, R, Barreto ML, 'Effect of a conditional cash transfer programme on childhood mortality: A nationwide analysis of Brazilian municipalities,' The Lancet, Vol. 382, Issue 9886, Pages 57-64, July 2013.

[51] See International Social Security Association (ISSA) *Dynamic social security for Africa: An agenda for development – developments and trends* (ISSA, Geneva, 2008) 8.
As noted by Triegaardt, J and Patel, L "Social security" in Patel, L (ed) *Social Welfare and Social Development in South Africa* (Cape Town: Oxford University Press, Southern Africa) 122-153 at 129: "Without the contribution of social pensions, poor people, particularly in rural areas, will simply not survive". See generally Sepúlveda & Nyst *The Human Rights Approach to Social Protection* 23-24.

[53] Where individuals receive payments as a result of their contributions and/or contributions by, for example, employers.

[54] See Social Protection in Africa: Present and multiple futures, in: Social Protection for Sustainable Development: dialogues between

c) A dedicated focus on vulnerable populations and the imperative of a human rights approach

Despite the global expansion of social protection, examples from all over the world demonstrate that programmes often, albeit unintentionally, tend to overlook population groups such as women, the extreme poor, indigenous groups, ethnic minorities, people with disabilities, those dependent on natural resources, the displaced, migrants and informal sector workers, to name only a few. Furthermore, such programmes are often inflexible and unable to rapidly incorporate those who experience deprivation due to shocks or crises. Guaranteeing basic social protection remains a major development challenge in many countries, with 73 percent of the world's population living without access to comprehensive social protection.[55]

The State's duty concerning social protection is enshrined in Article 22 of the Universal Declaration of Human Rights and in Article 9 of the International Covenant on Economic, Social and Cultural Rights (ICESCR).[56] Furthermore and more recently, the Recommendation No. 202 of the International Labour Conference (14 June 2012) calls upon governments to adopt nationally-determined sets of basic social protection guarantees aimed at preventing or alleviating poverty, vulnerability and social exclusion (i.e. the 'Social Protection Floors Initiative').[57] The UN system has translated Recommendation No. 202 into a UN-wide effort, also entitled the 'Social Protection Floors Initiative'.

Within the framework of the 2030 Agenda for Sustainable Development, the commitment to 'leave no one behind' – understood as a principle that 'no goal should be met unless it is met for everyone' -- is one of its key elements.[58] The need to prioritize vulnerable groups is also encapsulated in international standards and national jurisprudence. The UNCESCR, for example, has interpreted article 11(1) of the International Covenant on Economic, Social and Cultural Rights of 1966 as requiring State parties to give "due priority to those groups living in unfavourable conditions by giving them particular consideration".[59]

2) *Social protection: supporting regional (continental and sub-regional levels) and national action*

When considering engagement at the regional level in Africa, it is necessary to consider the relationship between the AU and the RECs. The AU (primarily through the AUC) is tasked with providing leadership and guidance towards fulfilling the objectives of the AU, and to coordinate for this purpose activities at the level of the RECs.[60] It is therefore appropriate to pursue related activities at both the continental and sub-regional levels.

Africa and Brazil' 2016. Available from: https://riopluscentre.org/sp4sd/, UNDP 2016, 34-36.

[55] *Ibid*, 38.

[56] According to the Article 22, "everyone, as a member of society, has the right to social security and is entitled to realization, through national efforts and international co-operation and in accordance with the organization and resources of each State, of the economic, social and cultural rights indispensable for his dignity and the free development of his personality". The Universal Declaration of Human Rights, United Nations, Article 22. The right to social security is also enshrined in the Convention on the Elimination of All Forms of Racial Discrimination, article 11; Convention on the Rights of the Child, article 26; the Convention for the Protection of Migrant Workers and their Families, article 27; and the Commission on the Rights of Persons with Disabilities, article 28.

[57] ILO, 2012. Recommendation 202 Concerning National Social Protection Floors.

[58] See UN *Transforming our world: the 2030 Agenda for Sustainable Development*, accessed at https://sustainabledevelopment.un.org/post2015/transformingourworld on 1 August 2016.

[59] General Comment No 6 (1995) pars 20 21 26 27 28 30, and General Comment No 4 (1991) par 11.

[60] The foundational AU document, the Constitutive Act of the African Union (2000), stipulates that it is one of the objectives of the AU is to "coordinate and harmonize the policies between the existing and future Regional Economic Communities for the gradual attainment of the objectives of the Union" (Art 3(l)). In fact, the Treaty establishing the African Economic Community (AEC) (1991) foresees the evolution and ultimate absorption of the RECs into the AEC (Art 88) as a constitutive element of attaining economic integration. In essence, RECs are seen as building blocks of the AEC/AU. The Protocol on Relations between the African Union (AU) and the Regional Economic Communities (RECs) (2007) in Article 4 of the Protocol, stipulate that *the policies and programmes of the RECs shall be coordinated with those of the AU* (Art 4(a) – own emphasis; see also Art 5(b)). A variety of means shall be used to achieve this, among others the sharing of experiences in all fields among RECs (Art 3(h)), and the promotion of inter-regional projects in all fields (Art 4(c)). Similarly, the founding treaties of the RECs acknowledge the existence of the AEC and undertake to facilitate

Despite evident political will on the part of national actors and the interest of international partners, institutional capacity gaps limit the ability of the AUC to move the agenda forward with the vigour it requires. In this context, the AUC is looking for new partnerships to strengthen its capacity to implement strategies related to social protection.[61] To that end, and as outlined in the AU Executive Decision cited in, this document, UNDP and other partners have been requested to provide the AU with the required technical assistance to help realise the continent's social protection aspirations. As a result of capacity gaps, the RECs would also benefit from assistance. The numerous shortcomings at the national level were already raised earlier.

2.3 Approach

1) Overview

Sustainable development cannot be achieved as long as vulnerable and marginalized populations are excluded from socio-economic processes. This four-year project will contribute to their inclusion by strengthening the capacities of institutions, processes, policy-makers and civil servants to design, implement, monitor and coordinate delivery of social protection systems.

This initiative aims to enhance the capacities of continental, sub-regional and national institutions to design, implement, monitor and coordinate the delivery of social protection to those excluded from socio-economic processes. The project is designed to reach these objectives through regional and national initiatives, by providing technical assistance to participating countries, South-South collaboration and the creation and dissemination of knowledge and guidance products. This initiative forms part of a partnership between UNDP, represented by UNDP RBA and the AU. Building upon these enhanced capacities, it will facilitate improved access to broad-based social protection that will bring about transformative change by improving people's well-being, helping them to cope with crises and breaking the inter-generational poverty cycle. The project will complement existing efforts by helping to systematize fragmented policies, address capacity gaps, reduce overlaps and increase the coordination of social protection programming within government structures, and with the UN community to foster coherence and greater programmatic effectiveness.

Focusing on groups that are disadvantaged and/or marginalized - either by their employment or income status, geographical location, minority status, disability, age or gender - will foster greater inclusion, in social and economic processes, including the labour markets of their countries. By doing so, this project will contribute to the fulfilment of the 'leave no one behind' objective.

Furthermore, the project will address the root causes of migration and radicalization by helping youth in particular to find meaningful ways of participating in the economic and social lives of their countries. The project, therefore, will focus on ensuring social protection provisions for those vulnerable groups, while also focusing on measures that may incite them to make investments into health, education, training or job search, such as conditional cash transfers or better integration of social protection with the labour markets. Consequently, the project will address both the underlying causes of poverty and vulnerability among those groups of society, while also providing crucial pathways for inequality reduction, increasing the resilience of vulnerable populations to withstand crises, and the inclusion of marginalized populations in productive processes - all simultaneously leading to increased social cohesion.

Taking advantage of UNDP's expertise and experience in South-South Cooperation facilitating knowledge exchanges, and promoting dialogue to strengthen countries' positions in international fora

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its goals (see, for example, ECOWAS Treaty Art 78; EAC Treaty Art 130(2) & (3); COMESA Treaty Arts 3(f) and 178).

[61] In addition to partnerships already in existence (e.g., with ILO, UNECA, AfDB on youth employment; ILO and IOM on labour and migration; ILO, UNECA and ILO on the SPIREWORKS programme).

through common positions, this project will facilitate various forms of South-South cooperation in order to share and absorb successful solutions at the national policy level.

2) Project's approach

Social protection measures are effective provided that national institutions possess the required capacity to deliver them. This project is designed to attain this objective through regional and national capacity-development support to participating countries, and through knowledge creation and management (See Figure 3). This capacity development approach stems from UNDP's conviction that improving social protection coverage, quality and sustainability necessitates strengthening institutional frameworks and processes rather than on support to individual programmes. With this in mind, capacity strengthening is a key feature of this project with other elements serving this general purpose.

Figure 3. Project's approach
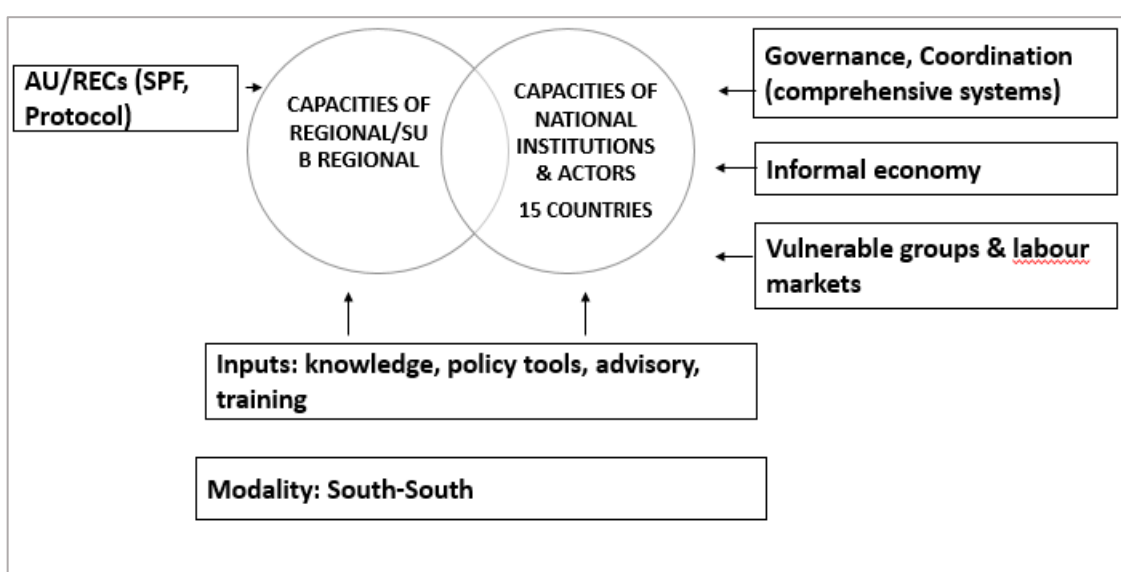
a) Capacity strengthening at the national level

Countries require laws, policies and strategies to establish governance frameworks for social protection, combined with political and institutional leadership to oversee the reforms. Effective institutions, efficient structures, harmonized procedures, transparent processes and an able cadre of civil servants must then follow. This project will help national institutions acquire requisite capacity to design, implement and monitor social protection programmes.

Some countries will require specific, targeted support to help identify existing inefficiencies, correct design or coordination failures, access the 'hardest to reach' through improved targeting and/or additional support for existing successful programmes through the integration of innovations, 'leapfrogging' technologies, and by making the best use of international practice. In other countries, work may be required to review and improve existing legislation on social protection in order to align it with AU's directives and RECs' regional standards. In some countries, support will result in the development of a fully-fledged social protection strategy or programme, while in others, which may be more advanced in their social protection systems, UNDP will work with policy-makers and research institutions to support their capacity to provide technical advice to others.

Bearing the above in mind, this project places an emphasis on an integrated and coordinated approach to social protection that transcends sectors, government units and levels, and connects the fragmented or pilot initiatives to maximize impact. Through this project, participating countries are expected to display an increased ability to: develop systems that allow them to manage social protection efficiently with regards to coordination between government units and levels; develop sustainable financing structures; and, acquire data management and monitoring systems. At the level of human resource management, policy-makers and civil servants working in units responsible for the design, implementation and monitoring and evaluation of social protection programmes will be equipped with skills and knowledge necessary to perform their job.

b) Capacity strengthening at the regional level

Through support to the AUC and RECs, our work will strengthen regional institutions, which will help to make them more effective in delivering their social protection mandates at the regional and ultimately at the country levels. The AUC is planning to shortly update the AU 'Social Policy Framework for Africa', first adopted in 2008. Moreover, a 'Protocol on Social Protection and Social Security' will be developed to provide countries with a model law for national social protection systems in the AU Member States.[62] This project will support the enhancement of AU capacities to deliver on those plans and to help with their implementation at the RECs and country levels. Both processes will be supported through technical support and by the temporary placement of an international expert on social protection directly into the Social Affairs department of the AU. It is expected that by the end of this project, the AUC will demonstrate enhanced institutional capacity and organizational effectiveness, including policies and procedures that will help foster action around the regional social development agenda with AU Member States. Furthermore, the RECs have limited capacity in the area of social protection; institutional and technical support will be considered for selected RECs under this project.

c) Knowledge generation

Policy literature is surprisingly scarce on the issue of institutional capacities required for a complex undertaking of the creation of an integrated social protection system. The knowledge development component of this project will respond to this gap by looking at the capacities needed at three levels: an enabling context; at the organizational level; and, at the level of the individual. Each toolkit will be underpinned by a background analysis that will provide conceptual and evidence-based discussion on each individual topic.

Secondly, the project will initiate a biennial publication on the 'state of the art' in social protection across Africa every second year and will cover a different topic related to social protection of specific relevance to the region. In the first year, we will present a baseline on the current state of social protection in Africa, including coverage, scope, quality, institutional arrangements, expenditure, and impact. While the national and regional experiences in social protection are relatively well-documented in other regions, especially in Latin America, Africa's literature on the topic is still scattered, with significant gaps with regards to comparative studies. The proposed publication will attempt to fill this research gap; furthermore, it will be accompanied by an online platform, which will allow for data analysis and comparisons of social protection provision between countries and sub-regions. Both the toolkit and the publication will be a useful tool for policy-makers, civil servants, researchers and civil society-related advocacy efforts.

d) South-South cooperation and collaborative learning

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[62] Both are derived from the Agenda 2063: Aspiration 1. Affordable social security and protection for all; Aspiration 2: Increase incomes and provide decent jobs for working age adults; and, Aspiration 3: End poverty and eliminate hunger and malnutrition.

The South-South component of the project is designed to promote knowledge transfers and to establish South-South coalitions for longer-term work and continuous dialogue on social protection between African governments, and between Africa and other regions, notably with the LAC. The project will aim to bring parties together in order to create a common position on social protection in continental and international processes. By doing so, the project will enhance the capacity of African policy-makers, civil servants and academics to participate in international cooperation endeavours, not merely as recipients, but also in supporting the capacities of others. Knowledge and evidence created from this South-South technical cooperation will be codified, analysed and shared to further scale-up the initiative in the region and to inform policy-making in this area.

2.3 Why UNDP?

The project is designed to focus on the immediate and underlying causes of weak capacity and exclusion, in a manner that supports and complements UNDP's 'core' programming on addressing weak State capacity, poor service delivery and endemic marginalization and poverty, and the lack of coordination at the national and regional levels.

With a portfolio of projects on social protection totalling US$ 170 million in over 50 countries in 2015, UNDP applies social protection programming as means to achieving the objectives of its Strategic Plan 2014-2017: poverty eradication and significant reduction of inequalities and exclusion. Utilizing its inter-disciplinary expertise, UNDP is well-positioned to support national, regional and local efforts to design and implement holistic social protection systems.

UNDP possesses a number of key advantages:[63]

- UNDP has a mandate to support countries along their development pathways, and to coordinate the UN System at the country level. In particular, UNDP has a history of effectively promoting dialogue between the government and civil society at national and local levels, and engaging a wide range of stakeholders to enable for improvements in social policies.

- UNDP has a cross-sectoral approach to development, with a mission to empower people to address deprivations in all the areas that matter for well-being, while helping nations to grow in a manner that is inclusive and sustainable.

- UNDP has extensive experience advocating and working towards a systemic universality of social protection policies. However, it is only by addressing the specific needs of marginalized groups (such as women, migrants, PWDs and informal economy workers) that social protection can be truly universal, sustainable, and maximize delivery and impacts across a large number of SDGs.

- UNDP has a long history and ample experience of supporting inclusive social protection endeavours. Its experience in this area includes implementing social protection floors,[64] which also tend to close gender gaps. It supports relevant strategies, programmes and initiatives, aimed at achieving particular social protection outcomes. UNDP's integrated programming at the country level supports synergies and the delivery of multiple benefits across the SDGs, and promotes resilience, sustainability and inclusive growth.

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[63] UNDP *A Primer on Social Protection for Sustainable Development* (Draft, 2016) 23-25.

[64] The social protection floor (SPF) approach promotes access to essential social transfers and services in the areas of health, water and sanitation, education, food, housing, and life- and asset-saving information. It is an approach that emphasizes the need to implement comprehensive, coherent and coordinated social protection policies to guarantee services and social transfers throughout the life cycle, paying particular attention to vulnerable groups.

- UNDP's 'World Centre for Sustainable Development' (RIO+ Centre) based in Rio de Janeiro is mandated to support the adoption of equitable and sustainable development by providing policy analysis and evidence, advocacy and triggering broad-based dialogue that leads to action. The RIO+ Centre has a specific focus on reaching the most marginalized and excluded citizens, and ensuring that they are engaged in the development of, and reached by, sustainable development actions. The RIO+ Centre has produced research on social protection and its synergies with the sustainable development agenda (Agenda 2030 and the SDGs) as seen through its recent publication entitled, '*Social Protection for Sustainable Development: Dialogues between Africa and Brazil*'. UNDP, including the RIO+ Centre has been recognized by the AUC through the 'Addis Ababa Declaration on Social Protection for Inclusive Development' as an important actor for the promotion of South-South cooperation for social protection between Brazil and Africa.

- Through the 'International Policy Centre for Inclusive Growth', UNDP has access to cutting-edge expertise and research in social policy, evaluations of social protection programmes as well as best practices and modalities for South-South cooperation in the area of social policies. The IPC-IG is a global forum for South-South dialogue on innovative development policies guided by the mandate to carry out research and studies on social policy, facilitate exchanges of innovative experiences and initiatives among countries of the global South and to support capacity development efforts in this area. The Centre also houses a modern knowledge management system and platform, www.socialprotection.org, that will be deployed in the implementation of this project.

In relation to this project, UNDP will leverage its comparative advantage in the following areas:

- **Sustainable development and broad development scope**: Through its holistic approach to sustainable development, comprising several development disciplines (political, social, economic, environment, gender, among others), UNDP will be able to facilitate expertise that falls outside of typical social protection programming to deliver multiple benefits under one programme.

- **Implementation of the SDGs and the AU Agenda 2063:** UNDP is able to assist countries in aligning their strategies and policies to the SDGs, and to the objectives of the Agenda 2063; the multi-disciplinary nature of UNDP's support will help build synergies across sectors to maximize impact across the goals, including on social protection.

- **Facilitation of cross-regional learning and dialogue through a South-South modality:** UNDP's extensive presence at the country level (46 countries in sub-Saharan Africa) provides the architecture for facilitating mutual learning and cooperation on technical assistance (North-South, South-South, and Triangular), and a strong knowledge management system – to ensure effective codification, documentation and knowledge-exchange, including through the Global South-South Knowledge Exchange Platform for Scalable Southern Solutions and via www.socialprotection.org.[65]

- **Capacity development expertise:** UNDP brings its proven approach of capacity development, through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time.[66]

- **Strong relationship with the AU:** UNDP, which shares its base with the AU in Addis Ababa, is swiftly becoming a 'go-to-partner' for the AU in terms of the development and 'domestication' of its instruments and strategies through our network of Country Offices. Since its inception, UNDP has been providing different forms of support to the AU. In the past year, UNDP has built

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[65] UNDP Knowledge Management Strategy Framework 2014-2017
[66] Capacity Development: A UNDP Primer, UNDP 2009.

a strong partnership with the Social Affairs Department of the AUC providing advisory support to the Commission, and serving as a key partner in the informal working group on social protection alongside ILO, UNICEF and others.

At the country level, UNDP brings the following assets:

- **Partner of choice:** UNDP enjoys unparalleled access to key ministries, in particular ministries of planning and finance, which are critical for prioritising an integrated approach to social protection; this access will also prove vital for incorporating social protection into national planning and budgets, such as in the Medium-Term Expenditure Frameworks (MTEF).

- **Convening power:** Through its lead role as the coordinator of the UN System and chair of United Nations Development Group (UNDG), UNDP is well-positioned to convene the UN-System around social protection programming to ensure complementarities, build synergies and avoid overlaps in programming. Likewise, as a convener of national actors, UNDP has helped spur public debates around social protection, engaged in advocacy efforts to inform the public about the proposed reform or to reach public consensus for change.

2.4 Participating countries

It is proposed that 15 African countries will be selected for this project to begin with. All UNDP Africa Country Offices will be eligible to apply through an Expression of Interest (EOI). Ideally, there will be different combinations of countries, with different levels of socio-economic development and different stages of social protection maturity. All countries that participated in the Dakar Seminar along with Mauritius and Equatorial Guinea - with whom UNDP is currently working with on social protection matters - will be considered.[67] Duplication of similar activities that may be undertaken will be avoided; from a practical perspective, African countries other than those covered by the EU-SPS Programme will be targeted for interventions that may also be undertaken within the context of that particular programme.

Selection criteria

1. EOI from countries interested in technical cooperation.
2. Political will at the highest levels to move ahead social protection agenda with the required authority and buy-in.
3. Socio-economic indicators (e.g., HDI, MPI, GDP spending on social policies).

3. RESULTS AND PARTNERSHIPS

3.1 Expected Results

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[67] These were two representatives from 14 AU Member States, representative of the five AU Regions; they were sponsored by UNDP and Government of Brazil, and elected Members of the Bureau of the latest sessions of the AU Labour and Social Affairs Commission, and of the AU Conference of Ministers of Social Development, and the remaining three (3) of the six (6) AU Member States that the Government of Brazil has engaged with in the area of Social Protection as well as Cape Verde at the request of UNDP.

OUTPUT 1: POLICIES AND NATIONAL INSTITUTIONS IN 15 COUNTRIES ARE ENABLED TO PROMOTE, DEVELOP AND IMPROVE SOCIAL PROTECTION.

National social protection institutions have weak institutional frameworks and limited capacity to design, implement and monitor social protection programmes. This output aims to enhance the capacities of national institutions to develop their social protection programmes and policies in three stages: design, implementation, and monitoring. The following activities are foreseen:

Activity 1.1: Enhance the governance framework for social protection at the national level.

- Support selected African countries to incorporate enhanced good governance principles contained in international standards and guidelines (emanating from the ILO and the ISSA, amongst others) into their social protection system design, implementation and monitoring endeavours.

- Play a coordinating role in selected African countries regarding the design and implementation of social protection systems.

- Ensure policy development/reform, coherence and UN-wide coordination of social protection efforts in participating countries.

Activity 1.2: Identify and address specific needs of national institutions for social protection design.

Informed also by South-South and Triangular knowledge exchange, this activity will be conducted by relating external expertise and by building internal capacities in response to specific demands from participating countries; examples of technical support include:

- Support national institutions to develop and apply needs and capacity assessments for social protection (including setting up baselines, mapping of on-going programmes within and outside of the government, assessing financial sustainability, institutional arrangements and capacity, coordination, data management capabilities);

- Support national institutions to define selection criteria, including targeting methods (categorical, geographical, means-testing, community-targeting, etc.);

- Strengthen the capacities of national institutions to review existing national social protection legislation with a view to align it with the decisions and recommendations of the AUC; and

- Strengthen data collection and MIS capacities of national institutions.

- Identify the main national linkages between social protection and sustainable development, and provide support to design programmes that are cross-cutting and address these issues in an integrated manner.

Activity Result 1.3: Identify and address specific needs of national institutions to implement social protection programmes.

This activity will aim at providing expertise and support (informed also by South-South and Triangular knowledge exchange), including:

- Support the administrative capacity of social protection institutions through advice on appropriate organizational and operational structures;

- Strengthen the capacities of national institutions to define co-responsibilities and coordination structures among the providers (public and non-State actors);

- Support the development and application of registration (single registry design, implementation and management), validation of entitlements (according to the established eligibility criteria), and re-certification protocols by national institutions;

- Enhance advocacy and communication around social protection reform;

- Assist national institutions to ensure that (re-)designed social protection programmes are embedded in national planning and processes (including budgets);

- Enhance the capacities of national institutions to elaborate a social protection strategy and its anchoring in national development planning and legislature; and

- Assist national institutions with the elaboration of a strategy for the participation of civil society.

Activity Result 1.4: Identify and address specific needs of national institutions to monitor and evaluate social protection initiatives.

This activity will focus on enhancing the capacities of national institutions in a range of related areas, relying also on South-South and Triangular knowledge exchange, such as:

- Providing support to national institutions in designing a monitoring and evaluation (M&E) system for social protection programmes at the level of the various responsible ministries, and at national and sub-national levels;

- Strengthening the capacity of national institutions to feed M&E lessons into the policy loop; and,

- Supporting national institutions to build electronic platforms for dissemination of information and knowledge on the programmes (for public policy clients, managers, practitioners, partner-countries of the project, research community and civil society).

OUTPUT 2: THE AFRICAN UNION COMMISSION (AUC) AND REGIONAL ECONOMIC COMMUNITIES (RECS) ARE ENABLED TO PROMOTE, DEVELOP AND IMPROVE SOCIAL PROTECTION SYSTEMS.

As evidenced from existing regional and sub-regional instruments and planning documents, there is momentum at AU and RECs levels to further the social protection agenda across sub-regions and African countries.[68] Furthermore, African governments participating in the Dakar Seminar have put forth a set of recommendations on social protection, now endorsed at the AU Executive Council, in which they lay out a common vision on social protection in Africa, and request AU support for implementation. Internal capacity of the AU to act on the above commitments needs to be strengthened. Similarly, RECs have indicated their resolve to strengthen social protection in their

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[68] Agenda 2063, Five Year Plan on Eradication of Poverty, Social Protection, and Inclusive Development, etc.

respective regions, yet the capacity within RECs to promote social protection and implement AU instruments and planning documents remains relatively low, due to limited human and technical resources. This output proposes to support the AU to fulfil its vision and the RECs to fulfil their mandates with regards to social protection.

Activity 2.1: Provide technical assistance to the AUC's Social Affairs Department and to the departments of selected RECs.

- Place a social protection specialist within the AU's Social Affairs Department, whose role will be to assist the unit in advancing the social protection agenda, as well as to coach staff in the AU and, by request, policy-makers from AU Member States; and,

- Provide technical support to the responsible departments of selected RECs to promote social protection and implement AU instruments and planning documents in their respective sub-regions.

Activity 2.2: Update and adopt the AU Social Policy Framework.

In compliance with a request in 2015 by the AU Executive Council to elaborate a Social Agenda for the AU Agenda 2063, the AU Commission is planning to update the AU Social Policy Framework for Africa, first adopted in 2008. Moreover, and also in compliance with a request in 2015 by the AU Executive Council, a 'Protocol on the Rights of Citizens to Social Protection and Social Security' will be developed to elaborate social protection standards applicable across Africa, and to provide AU Member States with a model framework for national social protection systems.[69] UNDP will therefore:

- Support capacities of the AUC to update the AU Social Policy Framework for Africa; and

- Support the AUC with the implementation of the updated AU Social Policy Framework for Africa and the new Protocol on the Rights of Citizens to Social Protection and Social Security at the country level.

Activity 2.3: Launch the AU Social Policy Framework and share it with RECs.

RECs are the building blocks for the implementation of continental (AU) standards and principles. In view of the requirement, contained in AU and RECs constitutive documents to coordinate and harmonise policies, measures, programmes and activities of RECs in all fields and sectors, and to accelerate the AU integration process, there is a need to launch and share the revised AU Social Policy Framework with the RECs, since this instrument provides for social protection principles to apply across Africa. The following actions will be supported:

- Launch and share the updated AU Social Policy Framework for Africa with selected RECs.

OUTPUT 3: POLICIES AND KNOWLEDGE ON SOCIAL PROTECTION ARE GENERATED AND DISSEMINATED INCLUDING THROUGH SOUTH-SOUTH AND TRIANGULAR COLLABORATION.

Activity 3.1: Produce a flagship publication on the state of social protection in Africa every two years.

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[69] Both are derived from the Agenda 2063: Aspiration 1. Affordable social security and protection for all; Aspiration 2: Increase incomes and provide decent jobs for working age adults; and, Aspiration 3: End poverty and eliminate hunger and malnutrition. The new Protocol will be in the form of an additional Protocol to the African Charter on Human and Peoples' Rights.

The output proposes to initiate a biennial publication on the 'state of the art' in social protection across Africa. Every two years, this analytical work - in addition to data on coverage and trends analysis - will cover different themes related to social protection of specific relevance to the region (e.g. financing, coordination and governance arrangements, population or civil society participation). UNDP will partner with the AU, ILO, UNECA and other relevant actors for this activity.

During the first two-year cycle, we will present a *Compendium* on the implementation of social protection policies in Africa, which will serve as a baseline and a resource for policy-makers, practitioners and researchers. Each country (including the MENA States) will have a profile that includes key characteristics of social protection in the country, including: definition of social protection; policies; budget; legal framework; organizational arrangements; coverage; and, results. The country profiles will be contained in an interactive platform that will allow for queries, comparisons between countries or elements of social protection coverage, aggregations, feature maps, info-graphics, etc.

The publication and its accompanying platform will serve as a means to support policy development on this topic, and serve as an advocacy tool to promote social protection initiatives across the continent, including through AU instruments and directives. The Compendium may also serve as a reference source for researchers to study the evolution of social protection in Africa over time. Policymakers will be able to use the Compendium to monitor their country performance in relation to other countries in the region. The platform may also play a pivotal role as a tool for fostering transparency and accountability in the countries concerned. It is envisaged that the platform will be updated every four years; countries will send updates on the status of social protection and quality control will be provided by UNDP. The following activities are therefore envisaged:

- Develop a biennial publication on social protection in Africa, in partnership with other institutions;

- Develop and maintain an interactive platform for updating the country profiles; and

- Update the interactive platform every four years.

Activity 3.2: Launch and promote the flagship publication on the state of social protection in Africa at AUC, RECs and Member States' levels, and amongst civil society actors.

- Make the flagship publication available and distribute to the AUC, RECs and Member States, as well as for civil society actors in Africa; and,

- Support workshops at the RECs and national levels to explain to and assist stakeholders (i.e. the RECs, national and civil society actors) with the optimal use of the flagship publication.

Activity 3.3: Develop and deliver a training programme on social protection for policy-makers and managers of institutions entrusted with social protection and/or social security (both the contributory and non-contributory context).

To facilitate learning and exchanges across countries and models, a course on social protection for African policy-makers and managers of social protection institutions will be developed at an African institution in collaboration with the School of Public Administration of Brazil (ENAP).[70] The

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[70] In addition, the project will collaborate with the ILO-led training on Principles and Mechanisms for Implementing and Monitoring Non Contributory Social Protection Programmes.

modular curriculum will be tailored to the specific country needs of the participants, which will reinforce learning, and application of the acquired knowledge. We envisage a 6-week course facilitated by the AU and UNDP, as well as policy-makers from African countries where social protection is at an advanced stage, complemented by renowned experts.

The course will also deal with capacity development and the extension of social protection mechanisms to informal economy workers, and the integration of other vulnerable groups into labour markets. Therefore, the course materials will be integrated with the capacity development toolkit and associated manual indicated in Activity 3.6, and will incorporate the toolkit and associated manual tools aimed at extending social protection to workers in the informal economy (see Activity 4.1), as well as the integration of other vulnerable groups into labour markets, indicated in Output 5. This activity therefore foresees the following actions:

- Develop a 6-weeks course on social protection for African policy-makers and managers of social protection institutions for presentation at an African institution in collaboration with the School of Public Administration of Brazil (ENAP);

- Support the facilitation of instructors from the AU, UNDP, and policy-makers from African countries; and

- Integrate the course materials with the capacity development toolkit and associated manual indicated in Activity 3.6 below.

Activity 3.4: Strengthen countries' abilities to develop technology and knowledge-sharing mechanisms within the framework of South-South and Triangular collaboration.

The project will encourage innovative connections, partnerships and learning among experts, academics and practitioners that will go beyond inter-governmental collaboration agreements. On the one hand, countries that are recognised leaders in social protection (such as Brazil and other Latin American countries) will be able to share their models and technical solutions for further diffusion.[71] On the other hand, several African countries (e.g., Ethiopia, Ghana, Mauritius and Senegal, among others) that already exhibit advanced stages of social protection will also be invited to share their experiences with others.

We will tailor our work in this area with the envisaged establishment of South-South cooperation units supported by UNDP's Regional Service Centre Africa (RSCA) as a result of enabling policies, while national structures will coordinate the process. We will strengthen the capacity of participating countries to provide technical advisory assistance directly to other countries, and indirectly within the framework of the training programme. We will engage not only the technical staff of participating governments, but also African research institutions, think-tanks and universities.[72] Through this project, African policy-makers and scholars will have more opportunities to assert themselves in international and global fora. In particular, this activity will:

- Support African institutions (governments, research institutes, universities) to better document local solutions and build their capacities to share and disseminate this knowledge in an institutionalised manner;

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[71] Several Federal and state-level structures in Brazil have indicated their interest in participating in this project. They are: the Brazilian Agency for Cooperation (ABC); the Brazilian Ministry of Foreign Affairs; the Brazilian Ministry of Social Development; the Brazilian Ministry of Agrarian Development; the National School of Public Administration (ENAP); the Government of the State of Minas Gerais; the Government of the State of Rio de Janeiro; and, the School of Government of João Pinheiro Foundation (of Minas Gerais).
[72] The EU-SPS Programme expressed initial interest in collaboration on building capacities of African research institutes.

- Design and provide 'training of trainers' from African governments and institutions to enable them to teach others within this project and in their own countries;

- Strengthen the capacity of national and regional institutions to adapt Southern development solutions to local contexts, and to integrate and innovate as needed; and,

- Help assert African policy-making and scholarship through representation in international social protection regional and global fora.

Activity 3.5: Share lessons learnt and good practices through South-South and Triangular exchanges.

This activity will focus on codification, analysing, and sharing knowledge and evidence created from South-South and Triangular technical cooperation. The lessons learnt from the project will be shared with participating countries and partners as well as within a broader social protection community via www.socialprotection.org, and within UNDP via its knowledge management system; it will also be shared through South-South and Triangular exchanges amongst countries with a shared interest to further inform policy-making and exchanges in this area. In terms of this activity the following will be undertaken:

- Codify, analyse and share knowledge and evidence created from South-South and Triangular technical cooperation;

- Share knowledge obtained via the project with participating countries and partners as well as within UNDP through UNDP knowledge management systems and through South-South and Triangular exchanges amongst countries with a shared interest.

- Support the Africa Community of Practice on www.socialprotection.org .

Activity 3.6: Develop capacity development toolkit for social protection in Africa.

Building upon UNDP's expertise and methodology in capacity development, and on successful models from other countries, UNDP will produce a capacity development toolkit and associated manual - integrated into the course materials indicated in Activity 3.3 - for social protection programming that will help national authorities assess and address their capacity deficits at three levels: enabling environment; organizational capacities; and, individual capacities.[73] Preliminary needs assessments suggest the need for guidance on the following topics:[74]

1. **Social protection to whom**: This toolkit and associated manual will cover how to define and target the participants of social protection programmes. In some cases, universal coverage is the most sensible policy choice; in others, a combination of different targeting methods has improved the accuracy of the process for selecting the eligible population. However, inclusion and exclusion errors, have damaged the credibility of many initiatives. Some countries manage to optimize targeting through social mobilization innovative systems for accountability, and by revising government structures for management and auditing. Discussions on the data management systems will also be included.

2. **Institutional arrangements for effective social protection delivery:** Policy implementation requires a complex web of institutional actors. They vary in design, composition and roles.

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[73] Capacity Development: A UNDP Primer, UNDP 2009.
[74] Survey of 12 African governments completed in Dakar, 8-9 April, 2015.

In the course of implementation, actors can change their roles. However, an un-planned revision of roles can damage the credibility of the program. This toolkit and associated manual will discuss different models of governance of social protection system; how they are coordinated within and outside of government, and what conditions in the realm of political economy are necessary for them to be effective.

3. **Civil society participation in implementation and monitoring of social protection programmes.** The incorporation of civil society actors in the design, implementation and monitoring of social policies has proven to be a winning strategy in many contexts. Yet, weak civil society participation has been repeatedly cited as one of the chief weaknesses of current social protection systems in Africa. Civil society or community organizations can help in targeting the most vulnerable members of communities, and play a critical role in monitoring programme delivery. This toolkit and associated manual will cover existing models and good practices for ensuring that civil society becomes an integral part of social policy programme cycles, and has the capacity to do so meaningfully.

4. **Social protection for formal and informal labour markets:** See Output 4 below for a fuller explanation.

5. **Social protection for sustainable development:** Social protection policies, if well designed and implemented, produce a spill-over effect on several dimensions of social, economic and environmental development. This toolkit will provide in-depth information on the multiple synergies between social protection and the sustainable development agenda, while also offering concrete examples of social protection policies in developing countries that are intrinsically connected to different SDGs.

OUTPUT 4: CAPACITIES OF NATIONAL INSTITUTIONS TO DESIGN, IMPLEMENT AND MONITOR SOCIAL PROTECTION FOR INFORMAL ECONOMY WORKERS ARE STRENGTHENED.

Activity 4.1: Develop, launch and share a toolkit for the extension of social protection to workers in the informal economy in Africa.

- A toolkit and associated manual will focus on the extension of social protection to informal economy workers. It will also consider social protection measures that promote productivity gains in the formal and informal labour markets. First, an understanding of the interplay between informal labour markets and social protection with its policy implications is still largely missing in African scholarship and policy-making. Yet, extending social protection schemes to informal markets in Africa could play an important role in improving working conditions, productivity and facilitating mobility across sectors. This toolkit and associated manual will review models that introduce social protection measures to informal workers (e.g. severance pays, minimal wages, etc.) to be considered for policy-makers and practitioners in Africa. Secondly, this toolkit and associated manual will cover measures that can improve the 'employability' of poor and vulnerable populations through interventions in the labour market. A variety of instruments can be considered to help people secure employment.[75] Access to credit and technical assistance to those who wish to pursue self-employment (MSMEs sector) will also be considered. This activity will develop a toolkit (inclusive of a manual), which: relies on the revised SPIREWORK and other AU documents; considers comparative experiences; takes into account African context(s) supporting the extension of social protection to informal economy workers;

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[75] Including skills enhancement measures (training/re-training), employment-oriented public service (job intermediation, career counselling, labour statistics), internship/apprenticeship programmes, coaching, work programmes, wage subsidies/tax breaks, quotas, and others.

- Launch and promote the above toolkit, inclusive of the above manual, in collaboration with the AUC in selected RECs.

Activity 4.2: Enhance knowledge-sharing through the facilitation of South-South and Triangular collaboration on social protection for informal economy workers.

- Consider and evaluate the applicability of comparative experiences in the developing world regarding the extension of social protection to informal economy workers; and,

- Arrange for specific South-South and Triangular ideas and experience exchanges through round-table workshops.

Activity 4.3: Provide technical assistance to national institutions on the design, implementation and monitoring of social protection programmes for informal economy workers.

- Based on requests received from countries with sizeable informal economy populations and with a political commitment towards coverage extension, provide technical support to selected African countries, as and where necessary, in collaboration with institutions such as the ILO;

- Support evidence-based research on the informal economy in the countries concerned, current levels and modalities of coverage, and extension possibilities appropriate to the context of the countries concerned;

- Co-develop and implement, where necessary in collaboration with institutions such as the ILO, one or more pilot programmes - with the countries concerned - for the extension of social protection to informal economy workers; and,

- Evaluate the outcomes of the pilot programme above and adjust the design and implementation framework thereof, with a view to developing a standardized model for the extension of social protection in the countries concerned.

OUTPUT 5: CAPACITIES OF NATIONAL INSTITUTIONS TO DESIGN, IMPLEMENT AND MONITOR MEASURES TO INTEGRATE VULNERABLE GROUPS INTO LABOUR MARKETS, ARE STRENGTHENED.

Activity 5.1: Develop and share a framework for the integration of vulnerable groups into the labour markets of African countries.

- Develop a toolkit inclusive of a manual, which draws upon existing AUC documents and international standards and guidelines, considers comparative experiences and takes into account African context(s), supporting the integration into labour markets of vulnerable groups; and,

- Launch and promote the above toolkit, inclusive of the above manual, in collaboration with the AUC in selected RECs.

Activity 5.2: Provide technical assistance and capacity development support to national institutions on modalities for the integration of PWDs - including persons exposed to occupational injuries and disease - into labour markets.

- Based on requests received from countries with a political commitment towards coverage extension, provide technical support, where necessary in collaboration with institutions such as the ILO and the ISSA, to selected African countries, with respect to the integration of PWDs labour market, including persons exposed to occupational injuries and diseases;

- Support evidence-based research on PWDs, including persons exposed to occupational injuries and diseases, including the current extent and modalities of their labour market integration, and labour market integration possibilities appropriate to the context of the countries concerned;

- Consider and evaluate the applicability of comparative experiences in the developing world regarding the integration into labour markets of PWDs, including persons exposed to occupational injuries and diseases;

- Arrange for specific South-South and Triangular ideas and experience exchanges through round-table workshops;

- Co-develop and implement, in collaboration with institutions such as the ILO and the ISSA where required, one or more pilot programmes for the labour market integration of PWDs, including persons exposed to occupational injuries and diseases;

- Apply the toolkit inclusive of a manual, indicated in Activity Result 5.1, to support the integration into labour markets of PWDs, including persons exposed to occupational injuries and diseases, in the countries concerned; and,

- Evaluate the outcomes of the pilot programme above, and adjust the design and implementation framework accordingly with a view to developing a standardised template for the labour market integration of PWDs, including persons exposed to occupational injuries and diseases, in the countries concerned.

Activity 5.3: Provide technical assistance and capacity development support to national institutions on modalities for the labour markets integration of persons who are the victims of post-conflict dynamics, natural and man-made disasters, or persons vulnerable to radicalization processes.

- Based on requests received from countries with a political commitment towards coverage extension, provide technical support, where necessary in collaboration with other institutions, to selected African countries, regarding the integration into labour market of persons who are the victims of post-conflict, as well as natural and man-made disaster contexts, and/or for persons who are vulnerable to radicalization processes;

- Support evidence-based research on persons who are the victims of post-conflict dynamics, natural and man-made disaster contexts, or persons vulnerable to radicalization processes, the current extent and modalities of their labour market integration, and labour market integration possibilities appropriate to the context of the countries concerned;

- Consider and evaluate the applicability of comparative experiences in the developing world regarding the integration into labour markets of persons who are the victims of post-conflict, as well as natural and man-made disaster contexts, or for persons who are vulnerable to radicalization processes;

- Arrange for specific South-South and Triangular ideas and experience exchanges through roundtable workshops;

- Co-develop and implement, where necessary in collaboration with other institutions, one or more pilot programmes for the integration of persons who are the victims of post-conflict dynamics, natural and man-made disaster contexts, or for persons vulnerable to radicalization processes into labour markets;

- Apply the toolkit inclusive of a manual, indicated in Activity Result 5.1, to support the integration into labour markets of persons who are the victims of post-conflict dynamics, natural and man-made disaster contexts, or persons vulnerable to radicalization processes; and,

- Evaluate the outcomes of the pilot programme above and adjust the design and implementation framework accordingly with a view to developing a standardised template for the integration into labour markets of persons who are the victims of post-conflict dynamics, natural and man-made disaster contexts, and/or persons vulnerable to radicalization processes.

Activity 5.4: Provide technical assistance and capacity development support on modalities to design, implement and monitor strategies for labour market integration of migrants who have returned from host countries.

- Based on requests received from countries with a political commitment towards coverage extension, provide technical support, where necessary in collaboration with the IOM, the ILO and other institutions, to selected African countries, regarding the labour market integration of migrants who have returned from host countries.

- Support evidence-based research on migrants who have returned from host countries, the current extent and modalities of their labour market integration, and labour market integration possibilities appropriate to the context of the countries concerned;

- Consider and evaluate the applicability of comparative experiences in the developing world regarding the integration of migrants who have returned from host countries into labour markets;

- Arrange for specific South-South and Triangular ideas and experience exchanges through round-table workshops;

- Co-develop and implement with the countries concerned, where necessary in collaboration with institutions such as the IOM and the ILO, one or more pilot programmes for the integration of migrants who have returned from host countries into labour markets;

- Apply the toolkit inclusive of a manual, indicated in Activity 5.1, to support the integration into labour markets of migrants who have returned from host countries; and,

- Evaluate the outcomes of the pilot programme above, and adjust the design and implementation framework accordingly with a view to developing a standardised template for the integration of migrants who have returned from host countries into labour markets.

4.2 Partnerships

The project is a partnership between UNDP, and the AUC to deliver maximum benefits to social protection programming in participating countries. In addition, we will work closely with other on-going UNDP initiatives and programmes to ensure complementarities, cost-efficiency and multi-disciplinarity. Specifically, we will collaborate with IPC-IG, the governance and gender team, and work closely with teams working on youth-related programming.

At the level of regional institutions (at continental and RECs levels), and with each of the countries participating in the project, we will seek to build lasting partnerships and synergies with other development partners, including within the UN system, the EU-Social Protection Systems Programme (EU-SPS), IOM, bilateral actors, NGOs and civil society actors. We will, for example, leverage UNDP's on-going partnership with ILO to promote the adoption of 'Social Protection Floors' at the country level as a tool for reducing poverty, inequality, strengthening resilience and laying the ground for sustainable human development.[76] Simultaneously, we plan to collaborate with other partners through UNDP's membership in the 'Social Protection Inter-Agency Cooperation Board' (SPIAC-B). Collaboration and partnership via the AU-led African Social Protection Coordination Network (ASPCON) will also be included in the partnership strategy.

Furthermore, cooperation with RECs is envisaged, and with countries in the respective sub-regions falling under the purview of a particular REC. By coordinating with other actors, we will strive to ensure that our project adds value to existing efforts, and does not create overlaps or stand-alone structures. Synergies with the Intra-ACP Cooperation Framework under the 11th European Development Fund (EDF) will be explored on the basis of complementarity and partnership.[77] Care will be taken to: develop synergies and collaborate where appropriate; share materials; and, not to duplicate efforts or overlap when similar activities may be undertaken by others.

Finally, UNDP's involvement in the outputs and activities foreseen in this document may imply direct UNDP support in cases where UNDP capacity is available; otherwise, UNDP will play a facilitative role, bringing on board other institutions/organizations and individuals concerned.

Principal partners

There are two principal partners for this project: UNDP (represented by the Regional Service Centre for Africa); and the AUC.

- **UNDP Regional Service Centre for Africa** will be the first reference point for countries participating in the project as well as for the AUC. In that role, it will facilitate partnerships, expertise and knowledge required throughout the lifecycle of the project.

- **The AU and RECs:** The AU and selected RECs will promote the social protection agenda in member countries with enhanced capacity. The AUC for Social Affairs has numerous administrative functions and its mandate includes: coordinating and monitoring the implementation of decisions made by the policy organs of the AU, such as the Assembly and the Executive Council; and, depositing the treaties adopted and ratified under the aegis of the AU. In relation to social protection the AUC is tasked with implementing the decisions of the inter-ministerial Council. The AUC, therefore, brings an authoritative mandate from Member

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[76] Letter from Helen Clark and Guy Ryder to the UNCTs, 24 March 2014.
[77] The synergies, as far as this project document is concerned, in particular relate to: Inclusive and outcomes-oriented development actions addressing the three dimensions of social development, with specific reference to human and social development; secure and sustainable environment (impact on lives, assets and livelihoods of population); and, private sector development; Informal sector – transition from informal to formal; access to finance; employment creation; cross-cutting issues, with specific reference to the gender dimension; environmental protection and capacity-building (with institutional support and capacity-building also indicated as a separate activity stream); and, South-South and triangular experience-sharing and cooperation, including exchange of best practices and experiences. Based on: ACP & EU *Intra-ACP Cooperation – 11th European Development Fund: Strategy Paper and Indicative Programme 2014-2020.*

States to integrate Social Protection norms and practices across the continent to this project. This mandate vis-à-vis Member States is even more explicit in the case of the RECs due to their role as implementers of standards/guidelines developed at the AU level, and as standard-setting institutions for their respective regions.

Alignment with organizational mandates of principal partners:

UNDP	AUC	RECs
UN Declaration on Human Rights SDGs: SDG 1, (target 1.3) on ending poverty; SDG 5 (target 5.4) on achieving gender equality, and SDG 10 (target 10.4) on reducing inequalities Strategic Plan – Outcome 2 Regional Programme – Outcome 2 Dakar Recommendations	UN Declaration on Human Rights The African Charter on Human and People's Rights Agenda 2063 First Ten Year Implementation Plan (2013-2023) under Agenda 2063 Social policy framework ILO Resolution 202 (for countries that have ratified it) Five Year Priority Programme on Employment, Poverty Eradication and Inclusive Development (2015-2019) Addis Ababa Declaration, Addis Ababa, April 2015 Executive Council Decisions, AU, June 2015	Policies and programmes of the RECs to be coordinated with those of the AU; sharing of experiences in all fields among RECs (Art 3(h)), and the promotion of inter-regional projects in all fields (Art 4(c)); REC to be supported in their task of setting and monitoring standards.

Results Framework

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

Outcome 2: Regional growth is inclusive, sustainable, with reduced economic inequalities, and characterised by structural transformation

    Output 2.1: AUC, RECs and member states are enabled to design, implement, monitor and coordinate delivery of social protection to those excluded or marginalized

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

Outcome 2: Regional growth is inclusive, sustainable, with reduced economic inequalities, and characterised by structural transformation

    Indicator: Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed people, older people, people with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable

Output 2.1: AUC, RECs and member states are enabled to design, implement, monitor and coordinate delivery of social protection to those excluded or marginalized

    Indicator 2.1.1: Number of countries with policy measures and institutional capacities in place to increase access to social protection schemes, disaggregated by sex and target group

    Baseline: 0

    Target: 15

    Data source: African Union and RECs

    Frequency: Biannually

Applicable Output(s) from the UNDP Strategic Plan: Accelerate structural transformations for sustainable development (Strategic Plan Outcome 2)

Signature Solution #1 Poverty, Output: 2.1.2 Capacities developed for progressive expansion of inclusive social protection systems.

Corresponding SDG target: 1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

Corresponding SDG Indicator: 1.3.1

Project title and Atlas Project Number: Social Protection for Sustainable Development in Africa (SP4SD Africa)

EXPECTED OUTPUTS	OUTPUT INDICATORS[78]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	

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

Output 1 National institutions in 15 countries are enabled to promote, develop and improve social protection.	*1.1* Number of countries with enhanced governance framework for social protection. *(e.g., number of new or reformed policies/laws; budgetary frameworks)*	Government documents and independent reports	Number	2018	0	4	8	15	15	M&E procedures
	1.2 Number of institutional reforms that increase access to social protection, especially for the poor and disadvantaged groups (e.g., new or improved schemes; MIS; M&E, civil society participation disaggregated by gender and age a) Increase access for women b) Increase access for men c) Increase access for youth)	Government documents and independent reports/number of women/men/youth - TBD	Number 1-5 scale (with one the lowest degree of update to the AU SPF)	2018	0	16	32	60	60	M&E procedures
Output 2 The African Union Commission (AUC) and Regional Economic Communities (RECs) are enabled to promote, develop and improve social protection.	*2.1* The extent to which African Union Social Policy Framework has been updated.	AU/RECs data	TBD							M&E procedures
	2.2 The revisions to the African Union Social Policy Framework have been made and the document is in the process of adoption and a roll-out.	AU/RECs data	TBD	2018	0	TBD	TBD	TBD	TBD	M&E procedures
	2.3 Number of RECs that are aware of and promote the revised SPF.	AU/RECs data	TBD	2018	0	TBD	TBD	TBD	TBD	M&E procedures

Output	Indicator	Data source	Baseline	Year						Assumptions
Output 3 Policy and knowledge on social protection are developed and disseminated including through south-south and triangular collaboration.	*3.1* Number of downloads of the "State of Social Protection in Africa" publication.	Website data	TBD	2018	0	TBD	TBD	TBD	TBD	M&E procedures
	3.2 Number of South-South and Triangular collaboration events where the publication is promoted.	UNDP project data, AUC, development partners data	TBD	2018	0	TBD	TBD	TBD	TBD	M&E procedures
	3.3 Number of members to the Africa COP online platform.	www.socialprotection.org data	TBD	2018	0	TBD	TBD	TBD	TBD	M&E procedures
Output 4 Capacities of national institutions to design, implement and monitor social protection for informal economy workers are strengthened.	**4.1** Number of institutional reforms that extend access to social protection to informal workers.	Government data, UNDP project data	TBD	2018	0	TBD	TBD	TBD	TBD	M&E procedures
	4.2 Number of countries supported with evidence-based data on social protection schemes for informal economy.	Government data, UNDP project data	TBD	2018	0	0	2	5	5	M&E procedures
	4.3 Number of countries that use informal economy SP capacity toolkits and model to inform national policies.	Government data, UNDP project data	TBD	2018	0	TBD	TBD	TBD	TBD	M&E procedures
Output 5 Capacities of national institutions to design, implement and monitor measures to integrate vulnerable	**5.1** Number of institutional reforms that increase integration of vulnerable groups to labour markets (ie., PWDs, victims of crises, returnees).	Government data, UNDP project data	TBD	2018	0	TBD	TBD	TBD	TBD	M&E procedures

groups into labour markets, are strengthened.	5.2 Number of countries that have measures in place to integrate vulnerable groups into labour markets (ie., PWDs, victims of crises, returnees).	Government data, UNDP project data	TBD	2018	0	0	2	3	5	M&E procedures
	5.3 Number of countries that have used framework for the integration of vulnerable groups in the labour markets.	Government data, UNDP project data		2018	0	TBD	TBD	TBD	TBD	M&E procedures

6: RISK MATRIX

#	Description	Type	Probability and impact	Countermeasures/ Management response	Status
			Risks		
1	Lack of political will and ownership on the part of beneficiary institutions of UNDP support at the various levels of intervention.	Political	P: Moderate (3) I: Critical (5)	Countries will need to meet eligibility criteria in order to be included in the project, one of which is 'political will' and ownership over the project's objectives. The project will maintain dialogue with government counterparts from the outset and adjust the activities to any substantial changes in the political will to engage.	
2	Weak capacity and low collaboration at the policy-making, decision-taking, implementation and/or monitoring levels, including insufficient integration of project objectives and, in particular, project outcomes and products into national planning	Operational	P: Moderate (3) I: Moderate (3)	Training on social protection to key partners at different level of government (policy-makers, executives, and managers). Identify champions within the upper levels of government to spearhead the reforms. Initiate a capacity-development strategy for social protection in each participating country.	

				Facilitate the exchange of knowledge and experience.	
3	Failure or practical challenges associated with efforts to obtain the required collaboration of, and inputs by, targeted beneficiary groups, including vulnerable groups such as informal workers.	Operational	P: Moderate (3) I: Critical (5)	Close coordination with key counterparts in each country including local authorities and NGOs/civil society. Advocacy and communication campaigns.	
4	Delays in finalising arrangements with the AUC and/or selected RECs and/or selected countries regarding UN collaboration, support and assistance Delays in the development and finalisation of instruments at the AUC or RECs levels, required for proper implementation with UNDP assistance	Operational	P: Moderate (3) I: Severe (4)	Engaging the AUC and selected RECs in the conceptualization, design and implementation of the project. Maintaining an ongoing dialogue with AUC and selected RECs and adjusting project activities if warranted.	
5	Absent or unavailable data sources, presence of weak/unreliable data (also for purposes of the country profiles/flagship publication).	Operational	P: Moderate (3) I: Severe (4)	Assessment of available primary and secondary data during the conceptualization phase of the knowledge production.	
6	Non-collaborative partners.	Operational	P: Moderate (3) I: Moderate (3)	Engaging in continuous dialogue with partners, ensuring their commitment by agreeing on roles and responsibilities of each participating partner institution.	

7	Duplication of efforts by other multilateral or non-governmental agencies.	Operational	P: Moderate (3) I: Moderate (3)	Continued dialogue and exchange of information on social protection programming in Africa among key partners. Seeking synergies and opportunities for partnerships. Adjusting project activities in order not to duplicate efforts (e.g., the project may forgo implementation in a country where other actors are already engaged or partner with those actors).	
8	Inability to secure the funding required to execute the project goals, outputs and activities.	Financial	P: Moderate (3) I: Critical (4)	Strengthening of relationships with donor partners, including timely reporting. Regular meetings and alignment of programme priorities with articulated donor interests.	
9	Lack of or ill-equipped institutions and/or instructors to assist with dedicated training for policy-makers and managers in institutions entrusted with social protection and/or social security.	Operational	P: Moderate (3) I: Critical (4)	Assessment of capacities of training and education institutions in Africa prior to the establishment of the social protection training programme. Support to capacities of African institutions (e.g., staff training, equipment) to perform training activities.	
10	Inability to maintain a UNDP-supported interactive platform for purposes of the (updated) flagship publication.	Operational	P: Moderate (3) I: Moderate (3)	Partnering with an established social protection platform to ensure sustainability of the updates to the flagship publication.	

7. MANAGEMENT ARRANGEMENTS

This Regional Project Document is derived from the Regional Programme Document (RPD) 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) through a consultative process involving the AU, RECs, 12 African governments, the Government of Brazil, development partners (DFiD, EU-SPS, ILO, UNECA, UNICEF), and independent experts.

Project board

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 upon the full range of project stakeholders, including: the inter-governmental regional bodies including the AUC and RECs, donor partners, civil society organizations (CSOs) and UNDP (Regional Service Centre, RIO+ Centre, IPC-IG, Corporate, 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 2018-2021 and the Regional Programme), the overarching responsibility of the Project Board is to assist the RSC Director to carry-out his/her 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. 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 Project to ensure that: (i) policy, programme advisory, capacity development support, and South-South collaboration is responsive to addressing the development solutions, priorities and emerging challenges in social protection programming in Africa; and, (ii) the initiatives of this Project are linked to and draw upon those from Regional and Country Programmes, whenever appropriate;

b. Approve the annual work-plan for the regional project;

c. Review past year's annual report on achievements, challenges, lessons learned and innovations, and eventually reports 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 a regional project manager, supported by a project team working under the supervision of the Inclusive Growth and Sustainable Development Cluster Team Leader. The project manager will be responsible for achieving the respective project outputs, which will 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, Sub-Regional and Country Office level. The RSC will 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.

Programme assurance

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

Project Monitoring, Reporting and Evaluation

Monitoring

Regular and periodic monitoring of the projects will be conducted involving key stakeholders against the indicators developed, and the outputs expected to be achieved with a focus on tracing deviations from scope, target, cost, time, and other relevant dimensions and taking corrective action as necessary. Yearly and quarterly work plans will be the basis for implementation, monitoring and review and the Project Board/Project Coordination Committee will review the Annual/biennial Work Plans to check conformity and contribution of the project towards achievement of the goals set.

Reporting

Quarterly financial (FACE) and narrative progress reports must be submitted to process Request for Advance with the exception of the Initial Request for Advance. Requests for advances should be cleared prior to being submitted to UNDP by the Programme Executing and Coordinating government institutions. The narrative reports should cover progress/achievement of the project against indicators/targets set and contribution to higher outcome level results. The report has also to share best practices and lessons learned or all forms of challenges in reaching target beneficiaries including management, technical and financial constraints essential for decision making and future planning.
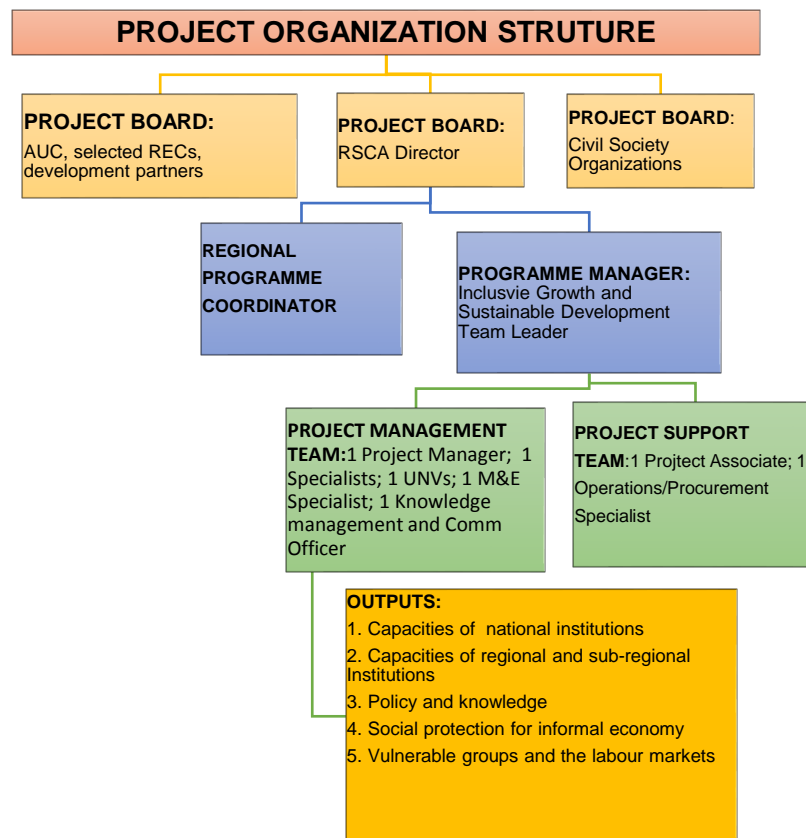
Evaluation/Review

Mid-term review shall be commissioned after 18 months of project implementation to assess the relevance of the UNDP support strategy, the efficiency and effectiveness of the implementation, management and coordination mechanisms, the allocation of resources, the impact on the target groups and the sustainability and scaling up of the project. There shall also be an in-depth evaluation towards the end of the planning cycle to examine the achievements attained, particularly in relation to the objectives of the project, impact, the sustainability, replicability of the activities undertaken, the lessons learnt and networking of information, the allocation of resources, and the continuation of the project support, etc.

Auditing:

The projects shall also be audited by an independent auditor depending on the UNDP rules and procedures. Internal auditing should also be conducted to insure proper utilization and recording of resources.

Figure 4: Project Organisation Structure

PROJECT ORGANIZATION STRUTURE

PROJECT BOARD:
AUC, selected RECs, development partners

PROJECT BOARD:
RSCA Director

PROJECT BOARD:
Civil Society Organizations

REGIONAL PROGRAMME COORDINATOR

PROGRAMME MANAGER: Inclusvie Growth and Sustainable Development Team Leader

PROJECT MANAGEMENT TEAM:1 Project Manager; 1 Specialists; 1 UNVs; 1 M&E Specialist; 1 Knowledge management and Comm Officer

PROJECT SUPPORT TEAM:1 Projtect Associate; 1 Operations/Procurement Specialist

OUTPUTS:
1. Capacities of national institutions
2. Capacities of regional and sub-regional Institutions
3. Policy and knowledge
4. Social protection for informal economy
5. Vulnerable groups and the labour markets

8. 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.

9. SP4SD AFRICA: DRAFT BUDGET

SP4SD AFRICA - DRAFT BUDGET	
OUTPUT 1 - NATIONAL INSTITUTIONS IN 15 COUNTRIES HAVE STRENGTHENED CAPACITIES TO PROMOTE, DEVELOP AND IMPROVE SOCIAL PROTECTION	
Support to governance frameworks for social protection in selected countries (5 countries)	$1,500,000.00
Capacity strengthening for participating countries to design, implement and monitor SP (15 countries)	$15,000,000.00
TOTAL OUTPUT 1	**$16,500,000.00**
OUTPUT 2 - THE AFRICAN UNION COMMISSION (AUC) AND REGIONAL ECONOMIC COMMUNITIES (RECS) HAVE STRENGTHENED CAPACITIES TO PROMOTE, DEVELOP AND IMPROVE SOCIAL PROTECTION SYSTEMS	
SP specialist placed in the AUC (for two years)	$200,000.00
Advisory services to AUC and RECs concerning the revision of the Social Policy Framework	$100,000.00
Outreach and advocacy around Social Policy Framework	$100,000.00
TOTAL OUTPUT 2	**$400,000.00**
OUTPUT 3 - POLICIES AND KNOWLEDGE ON SOCIAL PROTECTION ARE GENERATED AND DISSEMINATED INCLUDING THROUGH SOUTH-SOUTH AND TRIANGULAR COLLABORATION	
State of Social Protection in Africa and platform (two editions)	$500,000.00
Training programme (design, development and first two editions)	$1,000,000.00
South-South/Triangular collaboration	$500,000.00
Capacity development toolkit (5 modules)	$500,000.00
TOTAL OUTPUT 3	**$2,500,000.00**
OUTPUT 4 - CAPACITIES OF NATIONAL INSTITUTIONS TO DESIGN, IMPLEMENT AND MONITOR SOCIAL PROTECTION FOR INFORMAL ECONOMY WORKERS ARE STRENGTHENED	
Capacity development toolkit for the extension of social protection to workers in the informal economy	$100,000.00
South-South and Triangular collaboration	$500,000.00
Capacity strengthening for extension of social protection to informal economy in selected countries (5 countries)	$1,500,000.00
TOTAL OUTPUT 4	**$2,100,000.00**
OUTPUT 5: CAPACITIES OF NATIONAL INSTITUTIONS TO DESIGN, IMPLEMENT AND MONITOR MEASURES TO INTEGRATE VULNERABLE GROUPS INTO LABOUR MARKETS, ARE STRENGTHENED	
Development and dissemination of a framework for the integration of vulnerable groups into the labour markets	$200,000.00
Capacity strengthening for integration of vulnerable groups into labour markets in selected countries (5 countries)	$1,500,000.00

South-South and Triangular collaboration	$500,000.00
TOTAL OUTPUT 5	**$2,200,000.00**
PROJECT MANAGEMENT (estimates for 4 years)	
Project Manager (P4)	$934,328.00
Project Specialist (P3)	$803,336.00
UNV	$280,000.00
KM Officer (P2)	$685,324.00
Project Associate	$128,360.00
Project Procurement Specialist (part-time)	$80,000.00
GMS (7% of Output 1-5)	$1,659,000.00
M&E (8% of Output 1-5)	$1,896,000.00
TOTAL PROJECT MANAGEMENT	$6,466,348.00
TOTAL	$27,255,000.00