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PROJECT DOCUMENT
Africa Regional Project

Project Title: Regional Project to Support Oversight of the Regional Programme for Africa

Implementing partner: UNDP

Project Number: 00081886

Start Date: 01 January 2018

End Date: 31 December 2021

PAC date: 22 February 2018

Brief Description

The Regional Programme for Africa 2018-2021 was approved by the Executive Board in January 2018. The RP contributes directly to the UNDP Strategic Plan by focusing on two SP outcome areas: (i) accelerate structural transformations for sustainable development (SP Outcome 2), and (ii) build resilience to shocks and crisis (SP Outcome 3). The three priority areas/outcomes of the Regional Programme are:

1. African Union and RECs deliver on their mandate, especially cross-cutting issues related to resilience-building (SP Outcome 2);
2. Regional growth is inclusive, transformational and sustainable with reduced economic inequalities, and characterized by structural transformation (SP Outcome 2);
3. Regional institutions sustain peace and build resilience to crises and shocks (SP Outcome 3).

The regional programme for Africa contributes directly to the UNDP Strategic Plan by focusing on two outcome areas: (i) accelerate structural transformations for sustainable development (Outcome 2), and (ii) build resilience to shocks and crisis (Outcome 3). The regional programme contributes directly to four “signature solutions” in the plan: strengthening effective, accountable and inclusive governance; enhancing prevention and recovery for resilient societies; closing the clean energy gap, and strengthening gender equality measures. These efforts contribute indirectly to keeping people out of poverty, and promoting environmentally sound solutions for a sustainable planet.

This project is designed to facilitate a robust roll out and strengthened oversight of the Regional Programme for Africa Document (RPD) 2018-2021, learning and applying key lessons from implementation of RPD 2014-2017, and, thus, contribute to all three outcomes of the RPD. The project is intended to strengthen development effectiveness by enhancing strategic planning, decision making and implementation for the regional programme as a whole and for all other substantive regional projects, by bringing together under one umbrella all the accountability activities required for enhanced management for development results and assigning the requisite resources (financial, human, systems) to achieve them in an effective, efficient and sustainable manner.

Contributing Outcome SP 2018-2021:

Tier 2 (Development Outcomes and Outputs):

Outcome 2: Accelerate structural transformations for sustainable development

Outcome 3: Build resilience to shocks and crisis

Tier 3 (Organisational Performance):

Outcome 1: Accelerated delivery of top quality programmatic results for the SDGs

Outcome 2: Organisational efficiency and effectiveness for programme delivery

| | | |
|----------------------------------|--------------------|------------|
| Total resources required: | USD 23,610,000 | |
| | UNDP TRAC: | 23,610,000 |
| | Donor: | |
| | Government: | |
| | In-Kind: | |
| Unfunded: | | |

Agreed by (signatures):

UNDP:

Name: Lamin M. Manneh, RSCA Director

I. DEVELOPMENT CHALLENGE

The Regional Programme for Africa has contributed to regional development by addressing challenges facing Africa, and amplifying opportunities related to priorities and aspirations articulated by the African Union and other regional entities. The Regional Programme for Africa (2018-2021) comes at a critical juncture in the development trajectory of the continent. Over the last decade and a half, African countries made significant advances in the economic, social and governance spheres, which gave credence to the “Africa rising” narrative. During this period, the continent registered a real gross domestic product (GDP) growth rate of 5 percent, saw increasing macroeconomic stability, a steady expansion of the private sector, advances in communication technology, and progress towards multi-party democracy.

Seven out of the top 10 economic growth performers in the world during the previous period came from Africa. This can be attributed, in part, to quality leadership, maintenance of sound macroeconomic and sectoral policies, increased investments in physical infrastructure (reinforced by improvements in business regulatory practices), and institutional development. Contrary to widespread fears, the continent came out on the other side of the ‘Arab Spring’, and fallouts following the 2008 global financial crisis and decreasing commodity prices. On the governance front, the region has undergone encouraging democratic transitions that have led to significantly responsive and accountable governments.

These development gains are at risk of being undermined by weakening economic growth, persistently high levels of poverty, rising inequalities and unemployment rates, and incomplete democratic transitions. Challenges are exacerbated by the resurgence of violent conflict, including extremism and the adverse effects of climate change. The average growth rate for the continent, as a whole, declined significantly from 5 percent in 2014 to 3.4 percent in 2015, and 1.5 percent in 2016.

Slagging growth performance across the continent is principally due to slow global recovery, sharp declines in primary commodity prices, and other exogenous shocks, such as disease outbreaks (Ebola and yellow fever), climate change, and violent conflict. The continent is vulnerable to the “boom and busts” of commodity prices, which indicates a lack of meaningful structural transformation and resilience in African economies despite strong early economic growth performance.

II. STRATEGY

This project will contribute to the effective and efficient implementation of the Regional Programme for Africa Document (RPD) and the delivery of sustainable results connected to the two outcomes of the Strategic Plan that it addresses – Outcome 2: “Accelerate structural transformations for sustainable development”; and Outcome 3: “Build resilience to shocks and crisis”.

The three priority areas/outcomes of the RPD are:

Outcome 1: African Union and RECs deliver on their mandate, especially cross-cutting issues related to resilience-building (contributes to SP Outcome 2);

Outcome 2: Regional growth is inclusive, transformational and sustainable with reduced economic inequalities, and characterized by structural transformation (contributes to SP Outcome 2);

Outcome 3: Regional institutions sustain peace and build resilience to crises and shocks (contributes to SP Outcome 3).

Some of the specific lessons learnt from implementation of the Regional programme 2014-2017, that informed the design of the new Programme, and subsequently, this project, are:

- A robust accountability framework, including an accelerated delivery mechanism, a quarterly reporting system, and a process for enhancing the inclusive and participatory design of projects are an important part of ensuring effective and efficient management and reporting of the programme;
- A comprehensive communications strategy, and ensuring a strategic approach towards partnerships played a critical role in the design and implementation of RBA’s projects and must be applied in this project and programme cycle;

- The programme and project ambitions must match the available resources;
- Synergies with regional partners allow for alignment with regional strategies and with RECs;
- Recognizing sub-regional differences on the continent allows for more targeted results and there is a need for a much more nuanced approach to the modalities of the regional projects.

Learning and applying key lessons highlighted in past evaluations and the implementation of the previous RPD, consistent with UNDP's programming arrangements, accountability framework and the strengthened oversight of the Programme, this project is the first step in its operationalization. It will bring together, under one umbrella project, investments in the accountability activities required for all stages of the programme planning and management cycle. It is in keeping with the programme management, monitoring and evaluation arrangements set out in the RPD. In this connection, the project will contribute to institutional effectiveness and enhanced performance by closing the capacity gaps, especially within the RSCA and among beneficiaries (AU, RECs, other regional institutions and national counterparts), and responsible parties, to plan, monitor, evaluate and report on regional and national projects, in line with SP commitments and consistent with the standards set out in the revised POPP (Programme and Operations Policy and Procedures). Underpinned by timely evidence-based programming, including at the country level, the project will contribute to the success of all three Regional Programme outcomes by assigning the requisite resources (financial, human, systems) towards:

- (a) improvement in programme portfolio through the development, design and appraisal of a more manageable set of thematic project documents, with more robust baselines, indicators and targets, based on the timely conversion of the RPD outcome *concept notes*, currently under development, with Resident Representatives (RRs) as champions and with support from technical advisors from RSCA,
- (b) development, design, appraisal of innovative initiatives, including knowledge and innovation fairs), and pilot projects that respond to emerging regional needs,
- (c) enhanced substantive and financial delivery through timely implementation and management of risks identified in the related project documents, including seamless relationships with complementary global and country programme initiatives,
- (d) innovative monitoring and reporting on achievements and shortcomings to key stakeholders and partners, at programme and project levels (including with global and country programmes, enabled through prioritised systems and methods and a common pool of evidence which the project is intended to yield),
- (e) implementation of the costed RPD Evaluation Plan, including a mid-term review and a final independent evaluation, under the overall guidance of the Advisory Board,
- (f) information gathering, advocacy, partnerships and communication of programme and project results, and
- (g) oversight and strategic direction of the overall programme, including deliberations of the Regional Programme Advisory Board, auditing of individual projects and formulation of the successor RPD.

The project will also contribute to Tier 3 (Organisational Performance) of the SP and the following two Outcomes:

Outcome 1: Accelerated delivery of top quality programmatic results for the SDGs

Outcome 2: Organisational efficiency and effectiveness for programme delivery.

III. RESULTS AND PARTNERSHIPS

Expected Results

The approach of combining all elements of the project cycle under one umbrella project is in keeping with the integrated approach to address development policy and programming challenges and is intended to minimise fragmentation, reduce transactions cost, facilitate faster and better decision-making in the entire

programming chain and promote impact and efficiency. In this regard, this project will be a platform for encouraging synergies and collaboration between regional projects across programme areas.

It is additionally expected that the strong emphasis on training, using and applying skill, expertise and innovations from the South, will assure sustainability once project activities come to an end. Additionally, this project intends to strengthen or put in place systems to ensure deeper participation of AU, RECs and other regional stakeholders in all project activities, especially during the project formulation and oversight stages. The specific set of activity results that this project is intended to contribute to is set out below.

While successful implementation of the project will accelerate the achievement of all three RP Outcomes, this project also falls under UNDP SP 2018-2021 Tier 3 (Organisational Performance) and, thus, aims to contribute to the achievement of the following Outcomes, and Outputs of the global framework:

SP Outcome 1: Accelerated delivery of top quality programmatic results for the SDGs

SP Output 1.1: Evidence based performance analysis and decision making at all levels

Activity result 1.1: Monitoring and reporting of results

As partners and beneficiaries alike press for evidence of results, UNDP's credibility rests increasingly on the strength of its M&E system that systematically monitors progress, identify risks and enable corrective actions. This project will facilitate the use of an innovative monitoring framework for itself and for RP, including for the individual substantive projects, ensuring timely data capture, sound analysis and verification of results reported and judicious responses. Linked and contributing to corporate planning and results systems, such as the Annual Business Plan (ABP), bureau quarterly Integrated Work Plans (IWPs) and Results Oriented Annual Reports (ROARs), RBA has already seen indications of the efficacy of building/strengthening complementary online structures and arrangements for real-time and fact-based monitoring and reporting on country operations. Based on this success, the RBA innovation – the Business Intelligence Dashboard (BID) - will be expanded to become a key supplementary tool to ensure continuous monitoring of, and accurate and timely reporting on RP results at both project and programme levels. Where appropriate, this project will also foster the development of new tools and performance indicators where gaps may exist in corporate systems.

A key element of the enhanced BID or any new tool will be regular project reporting that tracks performance of project Annual Work Plans (AWPs) beyond activities and financial delivery, to include changes in development results. To provide credible inputs into such tools, this project will support the collection and collation of the necessary data, including from external sources and through rapid surveys and assessments, and the verification of reported results from project managers through, among others, periodic on-site visits. Specific attention will be paid to capturing South-South experiences in M&E of development results), which will act as a platform for the documentation and review of the performance of RP as a whole, testing new policies, tools and methodologies to determine efficacy and sustainability, while also facilitating ways to cost innovation in monitoring.

Beyond this, the project will also seek to promote closer collaboration with other development and UN agencies at the regional and CO levels that are making noticeable strides in increasing voice and participation in M&E processes.

To ensure sustainability, actions will include capacity development in general, with emphasis on systems development and training of M&E personnel of all other projects as well as within AU and RECs and help in the application of corporately approved standards and help assure the quality of data collected. Project staff will also include United Nations Volunteers (UNV) M&E specialist(s).

The project will support and complement UNDP corporate reporting systems and ensure preparation of reports (quarterly and annual) on the achievements and challenges of RP as a whole. The reports

generated will also be of crucial importance to the various layers of the RP decision-making process, including application of appropriate lessons and any required course correction, starting with the RSCA management, the outcome/project boards to be constituted and up to the RBA Directorate and the RP Advisory Board. During implementation of this project, ways will also need to be found to ensure that non-UNDP stakeholders, particularly AU and RECs represented on the Advisory Board, have access to these resources and tools

Activity result 1.2: Timely implementation and management of risks

This project will ensure deployment of a comprehensive and integrated approach to risk management as part of a process to ensure greater achievement of development results within the RP.

To ensure this, the project will allocate dedicated resources for the financial management of RP, including risk management, to supplement regular RSCA operations resources, thereby enhancing RBA capacity to manage for results. Risk logs with clearly defined mitigations strategies, will be developed for the other substantive projects. Bringing this responsibility under one umbrella of the RP, will ensure complementarity and knowledge sharing of risk management strategies applied within the substantial projects.

Activity result 1.3: Implementation of the RPD Evaluation Plan

In addition to the mandatory independent evaluation of RP to be conducted by the Independent Evaluation Office, the Evaluation Plan (annexed to the RPD) stipulates that a mid-term review of the Programme as a whole and evaluations of the outcomes and substantive projects will be conducted throughout the RPD cycle.

This regional project will support the implementation of the Plan, including providing supplementary support to any substantive project evaluations which might be decided upon, the expectation being, that financing for project evaluations will be reflected in individual project documents.

As needed, the project will contribute to the conduct of the independent evaluation of the RP, ensuring that key stakeholders, such as the AU and RECs, are involved. The size and nature of this project calls for an evaluation, which will be conducted during the third year of implementation. This project evaluation will not replace but instead complement the independent project evaluations that will be undertaken for a minimum of one substantive project per RP outcome.

Activity result 1.3: Functioning and effective oversight, strategic direction

Together with the steps set out above, to conform to UNDP's accountability framework and oversight policy with respect to programming, RPD underscores the importance of strategic positioning of the Programme. Specifically, RPD mentions the establishment of an Advisory Board to assist the RBA Regional Director in these undertakings. The Terms of Reference for the Advisory Board are annexed and include measures to strengthen ownership and participation of beneficiary institutions like AU and RECs on a rotational basis. In addition to the above-mentioned activities which will facilitate learning and evidenced-based decision-making by the RBA Regional Director and the Advisory Board, this project will support the functions and activities of the Board, including meetings, documentation and communications of the Board. The Board's operations will benefit from the deliberations/conclusions of the four outcome/project boards that will provide oversight at the project level.

Since improved oversight of the new RPD will feed into the evidence-based decisions about the nature and focus of future support to regional development challenges and opportunities, resources from this project will also be used in the formulation of any successor programming arrangements that UNDP's Executive Board may see fit. Direct implementation will be the modality used by this project, which suggests that UNDP, and RBA has the systems and procedures in place for the proper management of project resources. However, based on the size and innovative nature of this project, the number and degree of risks may multiply, requiring the conduct of audits/investigations. Project resources will be allocated to support such

eventualities. At the end of the project it is expected that sustainable systems and processes will be entrenched in RSCA and in RBA Country Offices.

Additionally, since the project contributes to Tier 3 (Organisational Performance) of the UNDP Strategic Plan 2018-2021, and the latter is not directly addressed in the results and resources framework for RPD, special attention will need to be given to ensuring complete alignment between this project and the improved accountability results in the IRRF of SP when data is entered in the corporate IT-based system.

SP Outcome 2: Organisational efficiency and effectiveness for programme delivery

SP Output 2.1: UNDP recognized as a development partner of choice

Activity result 2.1: Design of robust project documents aligned to all three RP outcomes

In line with the approach applied during the previous Regional Programme cycle, limiting the number of outcomes and outputs in the new RPD as well as lessons learnt from the previous RP, the RPD 2018-2021 focuses on three outcomes. Several projects within the RPD are ongoing and bridge implementation of the old RP cycle with that of the new Programme approved in January 2018 by the Executive Board. While some will become operationally closed by the end of 2018, some of these, for example the projects on preventing and addressing violent extremism or promotion of ratification and domestication of AU treaties, are aligned to the new RP outcomes and will continue throughout the full cycle. To ensure a smooth roll-out of the new RP, and in line with the co-creation approach with development partners to ensure buy-in early on, some projects have started being developed, such as the gender project, and will need finalization; other projects will need to be developed in line with the identified priorities and regional needs during the roll-out period of the RP.

The process will include consultations with stakeholders, especially regional beneficiaries like AU and RECs, and the recruitment and deployment of consultants, if required, to design such substantive project documents. This project aims to integrate RBM, M&E, communications, and effective financial accountability as cross cutting themes in all the new substantive regional projects that will be developed.

Integration of cross-cutting issues such as gender mainstreaming (for example through support to design of RRFs with human centred indicators and sex-disaggregated data, etc.), promoting South-South Cooperation as well as prioritizing the Human Rights Based Approach (HRBA) already at the stage of project design. Ensuring that UNDP Quality Assurance (PQA) and Social Environmental Screening (SESP) will be adhered to and completed during design, implementation and closure of regional projects will also be prioritized.

During the formulation of the new substantive projects, resources from this RP project will be used to ensure the preparation of documents that are RBM responsive, with robust sets of baselines, indicators and targets outlined in the results and resources frameworks (RRFs) of individual projects, building on the integrated results and resources framework (IRRF) of the SP.

Finally, quality assurance, including adherence to the approach and principles of the SP and compliance with the “*regionality*” principles outlined in RPD will be accommodated using existing UNDP corporate and regional resources and expertise, primarily the policy advisors from the Bureau for Policy and Programme Support - BPPS (including the newly integrated Operations Support Group - OSG) and the Bureau for Management (BOM). Completion of the project formulation process, including appraisal, is set for a six months period.

Activity result 2.2: Supporting innovation and innovative initiatives

Scaling up innovative and transformative national local development initiatives is one of the key principles guiding the RPD. This modality allows UNDP to rely on its country office presence to pilot initiatives, and scale them up on a sub-regional or regional level once they have been tried and tested.

During this process, innovative initiatives (including knowledge and innovation fairs), and pilot projects that respond to emerging regional needs will be developed. Such substantive projects are expected to take account of ongoing initiatives and pay attention to the development landscape (political, programmatic and partnership dimensions) as well as opportunities for innovation, South-South and Triangular Cooperation, resource mobilization and financial leveraging.

Inclusive and participatory design of projects where a co-creation methodology with internal and external stakeholders will be central to ensuring projects are designed in an inclusive, participatory and transparent manner. The latter may include seeking opportunities to develop and implement joint projects with other United Nations organizations and/or regional and sub-regional actors. This will also allow for alignment of time frames and complementary programming, which is part of the 'New Way of Working'.

Activity result 2.3: Information gathering, advocacy, partnerships and communication of development results

One of the key successes and lessons learnt from the last RP cycle is that sharing and dissemination of the development results that UNDP helped to achieve in Africa must be central to the RP implementation modality. This project will ensure that appropriate and effective monitoring, learning, knowledge management and communication provide the RP with a great potential.

Placing communications and knowledge management under one umbrella project together with M&E, reporting, and risk management is to provide stronger opportunities for sharing knowledge about individual projects and lessons learned from the later and the overall RP within UNDP and with the wider development community.

With the foregoing in mind, this project will augment the existing knowledge management capacity of RSCA to ensure that it serves as the repository of knowledge products on Africa. To this end, the project will ensure collation and quality assurance in accordance with UNDP standards, including launch and wide dissemination of the knowledge products through beneficiary institutions as well as UNICs and African universities and colleges.

Likewise, the project will be the vehicle through which existing partnerships will be strengthened and new ones developed for advocacy related to the key development issues that the substantive regional projects tackle. Moreover, systematic communication of results is essential to achieve the resource mobilization targets set out in RPD as well as for specific thematic projects that will be developed. With these ends in view, support will be provided to strengthen the capacity of RSCA to communicate internally and with partners. The project is intended to facilitate the formulation and implementation of a RP communication strategy that makes better use of UNDP's information and communications technology solutions and uses the RBA draft communication strategy as the starting point. Among other things, the strategy should identify different audiences and communication objectives, channels and messages as well as innovative communication opportunities and mechanisms that the various regional projects might offer to bring together UNDP, regional beneficiaries and partners.

Resources Required to Achieve the Expected Results

Towards the implementation of the commitments to improve programme management, monitoring and evaluation, an initial amount of \$23,610,000 has been allocated in the RPD in support of related activities.

Partnerships

Partnerships are a central part of the RP and this project. The project will make use of the established ad hoc forum for partners and an advisory group to guide and oversee the direction of the programme. The project will rely on existing partnerships with AU institutions (e.g. the AUC, APRM, NEPAD, and RECs), UN organizations (furthering the “Common Chapter” where possible), CSOs, the private sector, philanthropic organizations and policy think tanks.

In line with the SSC and ‘New Way of Working’ principles, the project will promote and strengthen collective self-reliance among all development partners in Africa through the exchange of experiences at continental and inter-regional levels, the sharing and use of technical knowledge, and by building up complementary capacities through SSC partnerships.

Where relevant, the project will ensure collaboration with UN Agencies at regional level in order to achieve its Outputs, for example, applying a co-creation approach to developing new initiatives and ensuring consultation with development partners, relevant UN Agencies and CSOs, on new initiatives.

Risks

| Risk | | Type of Risk ¹ | Probability ² | Mitigation Measures | Risk Owner |
|------|--|---------------------------|--------------------------|---|--|
| 1. | New unexpected regulations arising from the Structural Review and potential lengthy decision-making process on the management and oversight arrangements of RP | (R) | (M) | Continuous mapping of decision-horizon and early and consultative decision-making | RBA Director |
| 2. | Due to the fact that this project will contribute to both development and organizational effectiveness (within UNDP in general and RBA) challenges in capturing results could be encountered | (R) | | Continuous dialogue with BPPS/SCIG on steps to measure and capture development effectiveness | Regional Programme Coordinator |
| 3. | Insufficient or low level participation of AU and regional bodies in RP-related processes, possibly due to competition from other development agencies providing support | (S)/(P) | (M) | Investment of resources to boost a shared understanding of the challenges faced, the implications of challenges and how they should be overcome. Use of SSC and triangular cooperation approaches. Investing resources in greater coordination with various actors working on similar issues. | RBA Director and Director of RSCA |
| 4. | Limited technical capacity within RBA to provide effective project design support could become a constraint to the project implementation | (O) | (M) | Expand reach for project preparation to include economic advisors and other policy experts, including in specialist centres, as well as reputable past UNDP staff and | RBA Deputy Director and Director of RSCA |

¹ (R) – regulatory; (S) – Strategic; (P) – Political; (O) – Organizational; (OP) – Operational; (F) – Financial; (E) – Environmental.

² (L) – Low; (M) – Moderate; (H) – High.

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| | | | | limited independent consultants. | |
| 5. | Lengthy recruitment process within UNDP for full time project managers based on complexity of projects | (R) | (H) | Utilise data-base of retired RRs/CDs/DRRs/Policy Advisors | RBA Deputy Director and Director of RSCA |
| 6. | Potential adverse impact on the environment due to heavy air travel | (E) | (L) | Focus on combined (RECs, countries and COs) training at RSCA location and increased use of e-learning | Regional Programme Coordinator |
| 7. | Weak commitment to implementation of improved RBM systems among project managers and responsible parties | (OP) | (M) | Design of how-to guidelines for all project managers as well as ensure greater advocacy measures | Regional Programme Coordinator |
| 8. | Limited willingness by some regional organizations (that act as responsible parties) to accept UNDP accountability framework for project monitoring and reporting | (S) | (H) | Advocacy and technical support to and identification of focal points within each institution | RBA Deputy Director and Director of RSCA |
| 9. | Complexity in integrating RBA designed M&E tools with corporate framework | (OP) | (L) | Establish early and continuous communication between RBA and corporate managers of accountability system and corporate quality assurance policies | Regional Programme Coordinator |
| 10. | Availability of funding to sustain activities due to potential diversification of resources to needed development activities at the expense of M&E | (OP) | (L) | Secure funding commitments by locking-in financial data in Atlas for full four years period; Make the RP Advisory Board champions for project management and control; Dedicate set portion of externally mobilized funds for oversight and RBM | RBA Regional Director, Deputy Director and Director of RSCA |
| 11. | Inadequate long-term impact beyond life of the project | (OP) | (L) | Seek strong focus on capacity retention through corps of trainers of trainers in M&E and RBM generally | Director of RSCA and Regional Programme Coordinator |
| 12. | The long-term nature of challenges will hamper the measurement of results at the outcome level | (OP) | (M) | Ensuring development of specific, measurable, attainable, relevant, time bound (SMART) baselines and indicators that take into account the four-year nature of the programme | Regional Programme Coordinator |
| 13. | The programme is not capable of mobilizing sufficient resources | (OP)/ (F) | (M) | Use the Harmonized Approach to Cash Transfers (HACT) principles and processes. Utilize the strong partnerships built during the previous Regional Programme, along with realistic planning and regular assessments of | Regional Programme Coordinator |

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| | | | | financial risks. Undertake specific and comprehensive risk and opportunity assessments at the project level. | |
|--|--|--|--|--|--|

Stakeholder Engagement

The principal beneficiaries include RBA management, RSCA management, RP Advisory Board, outcome/project boards, regional substantive project managers and beneficiaries/responsible parties (like the AU and RECs), champions/outcome owners and Country Offices.

This project intends to ensure application of systems to ensure deeper participation of AU, RECs and other regional stakeholders in all project activities, especially during the project formulation and oversight stages through involving them at consultations on new project initiatives.

In addition, where independent evaluation of the RP is concerned, ensuring that key stakeholders, such as the AU and RECs, are involved, will be key.

Furthermore, the Advisory Board will consist of relevant stakeholders, and will have a strong focus on ownership and participation of beneficiary institutions like AU and RECs on a rotational basis.

South-South and Triangular Cooperation (SSC/TrC)

The project will promote SSC partnerships where the demand for development solutions will be met by offering solutions within all three priority areas—promoting emerging African partners in the global development cooperation architecture.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The approach of combining all elements of the project cycle under one umbrella project is in keeping with the integrated approach to address development policy and programming challenges and is intended to minimise fragmentation, reduce transactions cost, facilitate faster and better decision-making in the entire programming chain and promote impact and efficiency.

Project Management

Project implementation and day-to-day management will be delegated to the Regional Programme Coordinator, funded from project resources. Depending on the eventual business process and staffing that is approved for RSCA, support to this team will be expanded to include a number of specialists and programme assistants in the fields of financial and human resources management, procurement, IT and communications. Support will also be given to responsible parties and any country specific PPRs that might be agreed upon. Project staff will work closely with and provide support, as appropriate, to all other regional substantive projects. For more information see below - VIII.GOVERNANCE AND MANAGEMENT ARRANGEMENTS.

V. RESULTS FRAMEWORK³

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

Outcome 1: African Union and RECs deliver on their mandate, especially cross-cutting issues related to resilience-building

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

Outcome 3: Regional institutions sustain peace and build resilience to crises and shocks

Applicable Output(s) from the UNDP Strategic Plan:

Tier 2: Development Outcomes and Outputs:

Outcome 2: Accelerate structural transformations for sustainable development

Outcome 3: Build resilience to shocks and crisis

Tier 3: Organisational Performance:

Outcome 1: Accelerated delivery of top quality programmatic results for the SDGs:

Output 1.1: Evidence based performance analysis and decision making at all levels

Outcome 2: Organisational efficiency and effectiveness for programme delivery:

Output 2.1: UNDP recognized as a development partner of choice

Project title and Atlas Project Number: Regional Project to Support Oversight of the Regional Programme for Africa

| EXPECTED OUTPUTS | OUTPUT INDICATORS ⁴ | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | DATA COLLECTION METHODS |
|--|--|--------------------------------|----------|------|---|---------------|---------------|--------------|-------------------------|
| | | | Value | Year | Year 1 (2018) | Year 2 (2019) | Year 3 (2020) | FINAL (2021) | |
| Output 1: Evidence based performance analysis and decision making at all levels (SP Output 1.1/Tier 3) | 1.1 Percentage of projects with outputs reported as achieved or on track | Substantive projects of the RP | 0 | 2017 | 100% | 100% | 100% | 100% | RPD |

³ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

⁴ 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.

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|---|--|----|------|------|------|------|------|------|-----|
| | 1.2 Percentage of partners who perceive that UNDP provides evidence-based integrated policy advice tailored to national needs and priorities in identified areas | RP | 100% | 2017 | 100% | 100% | 100% | 100% | RPD |
| Output 2: UNDP recognized as a development partner of choice (SP Output 2.1/Tier 3) | 2.1. Percentage of partners perceiving UNDP as a valued partner to their organization | RP | 100% | 2017 | 100% | 100% | 100% | 100% | RPD |
| | 2.2 Size (in million US\$) and trend (in percentage) in funding disaggregated by partner: a) Governments b) Private sector (including foundations, NGOs, etc.) c) Multilaterals (EU, IFIs, and other multilaterals) | RP | TBD | 2017 | TBD | TBD | TBD | TBD | RPD |

VI. MONITORING AND EVALUATION

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

Monitoring Plan

| Monitoring Activity | Purpose | Frequency | Expected Action | Partners (if joint) | Cost (if any) |
|---|---|---|---|---------------------|---------------|
| Track results progress | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. | Quarterly, or in the frequency required for each indicator. | Slower than expected progress will be addressed by project management. | | |
| Monitor and Manage Risk | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk. | Quarterly | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. | | |
| Learn | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. | At least annually | Relevant lessons are captured by the project team and used to inform management decisions. | | |
| Annual Project Quality Assurance | The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. | Annually | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. | | |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. | | |

| | | | | | |
|---------------------------------------|--|--|--|--|------------|
| Project Report | A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. | Annually, and at the end of the project (final report) | | | |
| Project Review (Project Board) | The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. | Annually | Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified. | | USD 40,000 |

Evaluation Plan⁵

| Evaluation Title | Partners (if joint) | Related Strategic Plan Output | RPD Outcome | Planned Completion Date | Key Evaluation Stakeholders | Cost and Source of Funding |
|-------------------------|----------------------------|--------------------------------------|--------------------|--------------------------------|------------------------------------|-----------------------------------|
| Mid-Term Evaluation | N/A | Output 1.1, 1.2 | N/A | March 2019 | N/A | |
| Final Evaluation | N/A | Output 1.1, 1.2 | N/A | September 2021 | N/A | |

⁵ Optional, if needed

VII. MULTI-YEAR WORK PLAN ⁶⁷

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | RESPO NSIBLE PARTY | PLANNED BUDGET (USD) | | |
|--|---|------------------------|---------|---------|---------|------------------------------------|----------------------|---|-----------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| Output 1: Evidence based performance analysis and decision making at all levels (SP Output 1.1/Tier 3) | 1.1 Monitoring and reporting of results | 625,000 | 625,000 | 625,000 | 625,000 | UNDP (RBA HQ, RSCA) | UNDP Core | Staff time UNV Travel and DSA Publications Training/workshop Contractual service | 2,500,000 |
| | 1.2 Timely implementation and management of risks | 701,250 | 701,250 | 701,250 | 701,250 | UNDP (RBA HQ, RSCA, COs, AU, RECs) | UNDP Core | Staff time Consultants Travel and DSA Publication Training/workshop | 2,805,000 |
| | 1.3 Implementation of the RPD Evaluation Plan | 375,000 | 375,000 | 375,000 | 375,000 | UNDP (RBA HQ, RSCA) | UNDP Core | Staff time Travel and DSA Publication Consultants Training/workshop | 1,500,000 |

⁶ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

| | | | | | | | | | |
|---|--|-----------|-----------|-----------|-----------|------------------------------------|-----------|--|------------|
| | 1.4 Functioning and effective oversight and strategic direction | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 | UNDP (RBA HQ, RSCA) | UNDP Core | Staff time Travel and DSA Publication Training/workshop | 5,000,000 |
| Sub-Total for Output 1 | | | | | | | | | 11,805,000 |
| Output 2: UNDP recognized as a development partner of choice (SP Output 2.1/Tier 3) | 2.1 Design of robust project documents aligned to all three RP outcomes | 1,805,000 | 0 | 0 | 0 | UNDP (RBA HQ, RSCA, COs, AU, RECs) | UNDP Core | Staff time Consultants Travel and DSA Publication Training/workshop | 1,805,000 |
| | 2.2 Supporting innovation and innovative initiatives | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | UNDP (RBA HQ, RSCA, COs, AU, RECs) | UNDP Core | Staff time UNV Consultants Travel and DSA Publication Training/workshop | 6,000,000 |
| | 2.3 Information gathering, advocacy, partnerships and communication of development results | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | UNDP (RBA HQ, RSCA, COs, AU, RECs) | UNDP Core | Staff time UNV Travel and DSA Publication Training/workshop | 4,000,000 |
| | Sub-Total for Output 2 | | | | | | | | |
| TOTAL | | | | | | | | | 23,610,000 |

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project board

This regional project will be directly implemented by the UNDP RSCA, based in Addis Ababa, Ethiopia. In view of the strategic importance of this project, contributing to the success of all four RP outcomes, it would be natural for project oversight to rest with the RP Advisory Board, which draws membership from within UNDP, other UN agencies, the AU, selected RECs, the private sector and civil society organizations. The **Project Board (Project Steering Committee)** will have the responsibility for making by consensus management decisions for the project when guidance is required by the Regional Programme Coordinator. Decisions will include recommendations for the RBA Director's approval of the continued relevance of the project, its implementation strategy and plans and any needed revision. The Board will be responsible for guiding the implementation of the project, including ensuring that it remains strategic and delivers on the output as designed in the project document. The Board will review and approve AWP, accept reports of project performance as well as play a critical role in UNDP commissioned project evaluations/audits by quality assuring the evaluation/audit process and products, and using evaluations for performance improvement, accountability and learning. Chaired by the Deputy Regional Director, its membership will include representatives of BPPS, UN Office for South-South Cooperation (UN-OSSC), Independent Evaluation Office (IEO), and three of the RRs that are currently members of the RP Advisory Board and have been tasked as outcome champions. To promote coherence, as much as possible and practicable, members of this Board will also serve as members of the boards of the other substantive projects to be developed.

Senior beneficiary

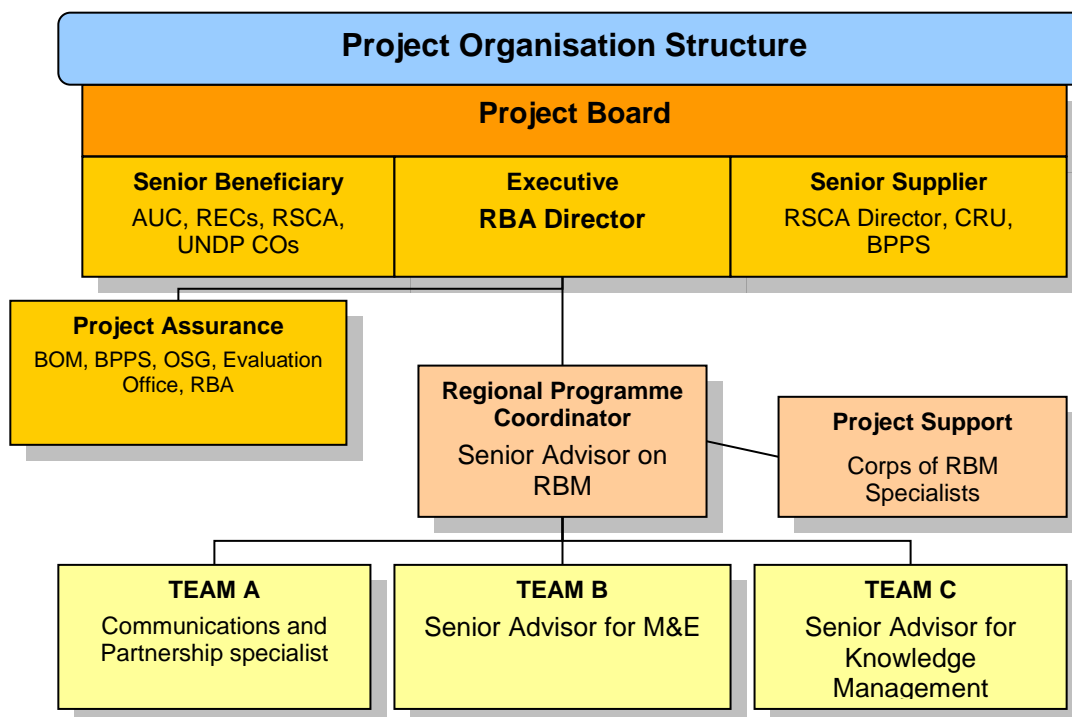
The senior beneficiary of the project will be RSCA, and through active engagement and implementation of the project, will also benefit regional institutions, including AU, RECs, and COs, through capacity development in RBM, M&E and support to their communication strategies.

Senior supplier

The Director of RSCA will be the senior supplier and will have delegated responsibility as principal project representative (PPR) for the project. He/she will be accountable for ensuring the timely and effective utilization of UNDP resources (financial and human) for the purpose of attaining the output of the project. He/she will work closely with relevant HQ based units (including the IEO and relevant units of BPPS's development practice networks), AU, RECs and national governments. During project implementation, he/she will decide on the need for responsible parties for the implementation of specific components of the project.

Project assurance

BPPS and the Management Support Unit of RBA will be responsible for the assurance related to the effective implementation of the project. The Management Support Unit of RBA will ensure the coordination and support by the BoM, BPPS and the IEO.



Day to day project management

Project implementation and day-to-day management will be delegated to a Regional Programme Coordinator to funded from project resources. The Regional Programme Coordinator’s prime responsibility, as per the Terms of reference (see Annex 3), is to ensure that the project produces the results (output) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. He/she will also ensure that timely and accurate reports are made to the project Board. He/she will be responsible for the preparation of AWP and for reports to the RP Advisory Board. Further, he/she will lead regular discussions and exchanges with the managers of the other substantive regional projects as well as the creation of any needed platform to facilitate coordination among projects and the identification of best/worst practices. Recruited at the P5 level, he/she will be based at the RSCA with operations support from the Centre. He/she will have expertise in RBM and complex project management as well as a good grasp of the development issues that RPD is designed to address. He/she will report to the RBA Regional Director through the Director of RSCA and will be supported by one M&E advisor and one senior KM advisor as well as a regional communications and partnership specialist, also funded from project resources. In addition, a cadre of four UNV monitoring and evaluations specialists will be recruited, one each serving the countries in the four sub-regions – east, central, west, and southern - for which RBA has responsibility. The UNVs will report to the M&E Advisor in RSCA. They will also work closely with the African Evaluators Association and national evaluation associations, where they exist. Among their deliverables will be capacity development, especially training of country and CO M&E focal points, fostering of dialogue and discussions related to M&E matters and advice for and support to the development of results frameworks for UNDAFs, CPDs and related AWP.

Depending on the eventual business process and staffing that is approved for RSCA, support to this team will be expanded to include a number of specialists and programme assistants in the fields of financial and human resources management, procurement, IT and communications. Support will also be given to responsible parties and any country specific PPRs that might be agreed upon. Project staff will work closely with and provide support, as appropriate, to all other regional substantive projects.

As mentioned above, because UNDP recruitment process is often protracted, and project activities need to start immediately, interim arrangements, such as implementing the project by using available human resources in the RSCA and the RP Team, will be put in place to bridge this gap.

IX. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof. All references in the SBA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]⁸ [UNDP funds received pursuant to the Project Document]⁹ 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 this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

⁸ To be used where UNDP is the Implementing Partner

⁹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
- a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
 - f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and

conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

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

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

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

XI. ANNEXES

1. Regional Programme for Africa 2018-2021 Document
2. Costed Evaluation Plan for RPD
3. Project Board Terms of Reference