

Partnership Strategy:

The Project will partner with relevant institutions in various categories:

- International Multilateral institutions: UN Agencies such as ECA, the UN Statistics Division; the African Development Bank on the development of integrated governance assessments and the publication of an annual state of governance report. The European Union is one of the largest funders of the African Union Commission and continues to support work on decentralization and the African Governance Architecture. The World Bank and ADB will be useful partners on illicit financial flows. The strategy will build on the complementarities of the UN and these institutions.
- Bilateral institutions and development organization such as USAID, GIZ, and DfID. These institutions are major funders of the AUC, the AU Organs and the RECs. There is a historic relationship between them and UNDP which has promoted complementarity in support of the AUC, the Organs and the RECs. For example, UNDP and GIZ are the major sponsors of the African Governance Architecture. This project will continue and build on this collaborative and complementary relationship.
- South-South and triangular cooperation initiatives will be explored with Brazil, Turkey, Kuwait, South Africa, China, Russia, India, South Africa Nigeria. The AUC has cooperative agreements with many of these countries, which are not being fully maximised. The strategy will promote consultations between the AUC and these countries to identify initiatives that should be taken forward. One immediate example is learning from South-South experiences in developing a framework for urban governance in Africa.
- Regional institutions: African Union, NEPAD, RECs (ECOWAS, ECCAS, SADC, COMESA, EAC, IGAD), APRM, PAP, African Court, NANHRI, AMCODD, AMDIN, APNAC, ALRAESA, Africa Governance Institute, African Mining Development Centre (AMDC)
- Regional and international NGOs, faith based organisations and civic organizations: Transparency International, Integrity Watch, Regional Research Institutes (R/NRI's); African Universities, Organizations of the African Diaspora, networks of African NGOs, African regional trade union organizations, regional mass movements and mass organizations, networks representing marginalized and vulnerable groups will remain both target beneficiaries as well as partners of the project. Output 2 of the project seeks to more particularly enhance opportunities for increased civil society engagement with the AU, the RECs and their various organs.
- The private sector, foundations and philanthropic organizations especially at multinational and regional levels such as Gates Foundation, Ford Foundation, Open Society Initiatives and Foundations, Trust Africa, Aliko Dangote Foundation, Patrice Motsepe Foundation, Thabo Mbeki Foundation, Tony Elumelu Foundation will be partners for joint research initiatives and collaborators for sub regional initiatives.
- Regional Business Organizations: PACCI, PANAAC, NEPAD Business Group, World Economic Forum Africa will be useful partners in developing new thinking and approaches on tracking illicit financial flows, applying lessons learned on economic transformation and developing regional strategies on how to address these issues.

Project title and ID (ATLAS Award ID):				
INTENDED OUTPUTS	OUTPUT INDICATORS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1 Increased space for public participation in governance	<p>1.1 Number of regional roadmaps adopted by RECs on ratification</p> <p>Baseline 2014 - Pan African Parliament granted mandate for legislation in 2014</p> <p>Milestone 2015 – 1 regional roadmap on ratification adopted</p> <p>Milestone 2016 – 2 (1+1) regional roadmaps adopted</p> <p>Target 2017 – 3 (1+2) regional roadmaps adopted</p> <p>1.2 Number of regions that adopt standards on natural resource management</p> <p>Baseline 2014 - No regional standards for governance of natural resources</p> <p>Milestone 2015 – 1 regional standard adopted</p> <p>Milestone 2016 – 2 (1+1) regional standards adopted</p> <p>Target 2017 – 3 (2+1) regional standards adopted)</p>	<p>2.1.1 Institutional reforms and systems for good governance and participation</p> <ul style="list-style-type: none"> ▪ Planning meeting with all partners of the project ▪ Facilitate and advocate for ratification of the PAP Protocol on Legislative mandate ▪ Regional parliaments develop standards and frameworks for the governance and oversight of natural resources ▪ Standards and regional framework for management of EMBs, electoral observation and adjudication ▪ Prepare and support regional constitutional reform processes for domestication ▪ Develop and domesticate new standards of local governance and public administration in Africa <p>2.1.2 Increased capacity for public and civil society engagement</p> <ul style="list-style-type: none"> ▪ Facilitate civic oversight, monitoring and engagement of AU/REC organs ▪ Complete and implement result from regional studies on human rights institutions, and on women in the judiciary ▪ Regional standards on women's participation in political processes ▪ Develop mobile based platform for citizen engagement on functioning of 	<p>Pan African Parliament; regional parliaments; AUC; Association of Election Administrators in Africa; RECs; civil society organizations; STC;</p> <p>AU/REC Organs; Regional Political Party Networks; NHRIs; AU Anti Corruption Body; AUC; Private Sector; Civil society; RECs.; ACHPR</p>	<p>Consultations, research, travel, meetings, DSA, consultants \$5,000,000</p> <p>Consultations; research, travel, meetings, DSA, consultants \$6,000,000</p>

Project title and ID (ATLAS Award ID):				
INTENDED OUTPUTS	OUTPUT INDICATORS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	<p>1.3. Number of active civic oversight platforms for AU organs (% of male/female participation)</p> <p>Baseline 2014 – Ad hoc interaction between AU and REC organs and civil society</p> <p>Milestone 2015 – 2 active oversight platforms created</p> <p>Milestone 2016 - 1 regional parliament adopts standards on women's participation in political processes</p> <p>Target 2017 – 4 AU Organs operationalize accountability platforms with civil society groups</p>	<p>AU Organs/institutions</p> <ul style="list-style-type: none"> Publish annual report on state of governance in Africa 		
<p>Output 2</p> <p>State and societal interactions and legitimacy deepened</p> <p>Baseline:</p> <p>Multiple governance assessment frameworks leading to legitimacy issues around credibility and usage</p>	<p>2.1 Number of national APRM assessments completed</p> <p>Baseline 2014: 16 national APRM processes completed</p> <p>Milestone 2015: 18 (16+2) national APRM assessments completed</p> <p>Milestone 2016 20 (18+2) national APRM assessments completed</p> <p>Target 2017: Africa Governance report based on integrated assessment framework</p>	<p>2.2.1 Enhanced accountability and performance of governance institutions</p> <ul style="list-style-type: none"> Integrated regional and comprehensive governance assessments; briefings and publications developed Technical advisory services for NEPAD/APRM to operationalise National Plan of Action's (NPOAs), at the country level Support APRM to conduct national assessments Develop and implement a comprehensive advocacy and communication strategy for APRM 	<p>APRM Secretariat; NEPAD; AGI; SHaSA; AfriGap; AUC, RECs, private sector</p>	<p>\$4,000,000</p>

Project title and ID (ATLAS Award ID):				
INTENDED OUTPUTS	OUTPUT INDICATORS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	<p>2.2 Number of regional social cohesion standards adopted by RECs</p> <p>Baseline 2014: No regional baseline on social cohesion standards</p> <p>Milestone 2015: Framework for social cohesion standards adopted by AUC</p> <p>Milestone 2016: Platform for tracking and measuring social cohesion operational</p> <p>Target 2017: 1 regional framework for social cohesion adopted</p> <p>2.3: Number of RECs that adopt framework for urban governance</p> <p>Baseline 2014: 0 framework for urban governance by the AU/RECs</p> <p>Milestone 2015: Action research completed</p> <p>Milestone 2016: Framework for urban governance approved by the AUC</p> <p>Target 2017: 1 megapoly adopt capacity exchange programme to enhance urban</p>	<ul style="list-style-type: none"> ▪ Organize governance innovation lab ▪ 2.2.2 Mechanisms to measure the social contract and people integration <ul style="list-style-type: none"> ▪ Set up regional platform to measure public perception on service delivery and social cohesion ▪ Publication on social perception and cohesion at regional level ▪ Regional value systems and social campaign to bridge cultural perceptions ▪ Support regional bodies in campaign on social cohesion and inter-generational relations/group relations in Africa ▪ Facilitate 2 regional plans of action for human and social integration, access to justice and citizens security. ▪ 2.2.3: Enhanced urban governance <ul style="list-style-type: none"> ▪ Action research on urban governance ▪ Develop standard models and frameworks for governance of urban areas ▪ Inter-megapoly' exchange of experience and capacities to address critical urban governance issues in 2 cities ▪ Experiential learning meetings by Mayors of megapolies in Africa 	<p>Regional civil society networks; RECs, NEPAD, AUC; private sector</p> <p>Regional CSOs, NEPAD, Network of Mayors of Megapolies', private sector, research centres/think tanks</p>	<p>\$4,000,000</p> <p>\$4,000,000</p>

Project title and ID (ATLAS Award ID):				
INTENDED OUTPUTS	OUTPUT INDICATORS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 3 Enabling Economic Governance for Structural Transformation	governance			
	<p>3.1 Number of citations on UNDP publications produced on illicit financial flows</p> <p>Baseline 2014: Limited knowledge products on standards and approaches to illicit financial flows</p> <p>Milestone 2015: 2 briefing notes on illicit financial flows</p> <p>Milestone 2016: 4 (2+2) briefing notes on illicit financial flows</p> <p>Target 2017: 1 regional strategy on illicit financial flows adopted</p>	<p>3.3.1 Public financial management improved</p> <ul style="list-style-type: none"> ▪ Publication series on regional trends on illicit financial flows ▪ Economic literacy training for continental and regional parliaments; and regional CSO networks on illicit financial flows ▪ Development and domestication of regional strategies and approaches to illicit financial flows 	<p>NEPAD, Research Centres/Think Tanks, AUC; RECs; regional parliaments, PAP</p>	\$1,000,000
	<p>3.2 Number of standards on economic transformation adopted by RECs</p> <p>Baseline 2014: 0 regional standard on governance underpinning economic transformation</p> <p>Milestone 2015: Framing document on governance systems that underpin economic transformation finalized</p> <p>Milestone 2016: 1 institution to institution partnership on governance systems</p>	<p>3.3.2 Economic Transformation Boosted</p> <ul style="list-style-type: none"> ▪ Research and knowledge development on successful models of governance underpinning economic transformation ▪ South-South policy exchanges on successful governance systems underpinning economic transformation ▪ Institution to institution partnerships on governance underpinning economic transformation ▪ Framework for civil and administrative asset recovery developed and domesticated 	<p>Research centres/think tanks; AU/REC anti-corruption bodies; AUC; RECs; Pole de Dakar</p>	\$1,000,000

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT INDICATORS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	underpinning economic transformation adopted Target 2017: 1 regional framework on economic transformation adopted			

IV: MANAGEMENT ARRANGEMENTS

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

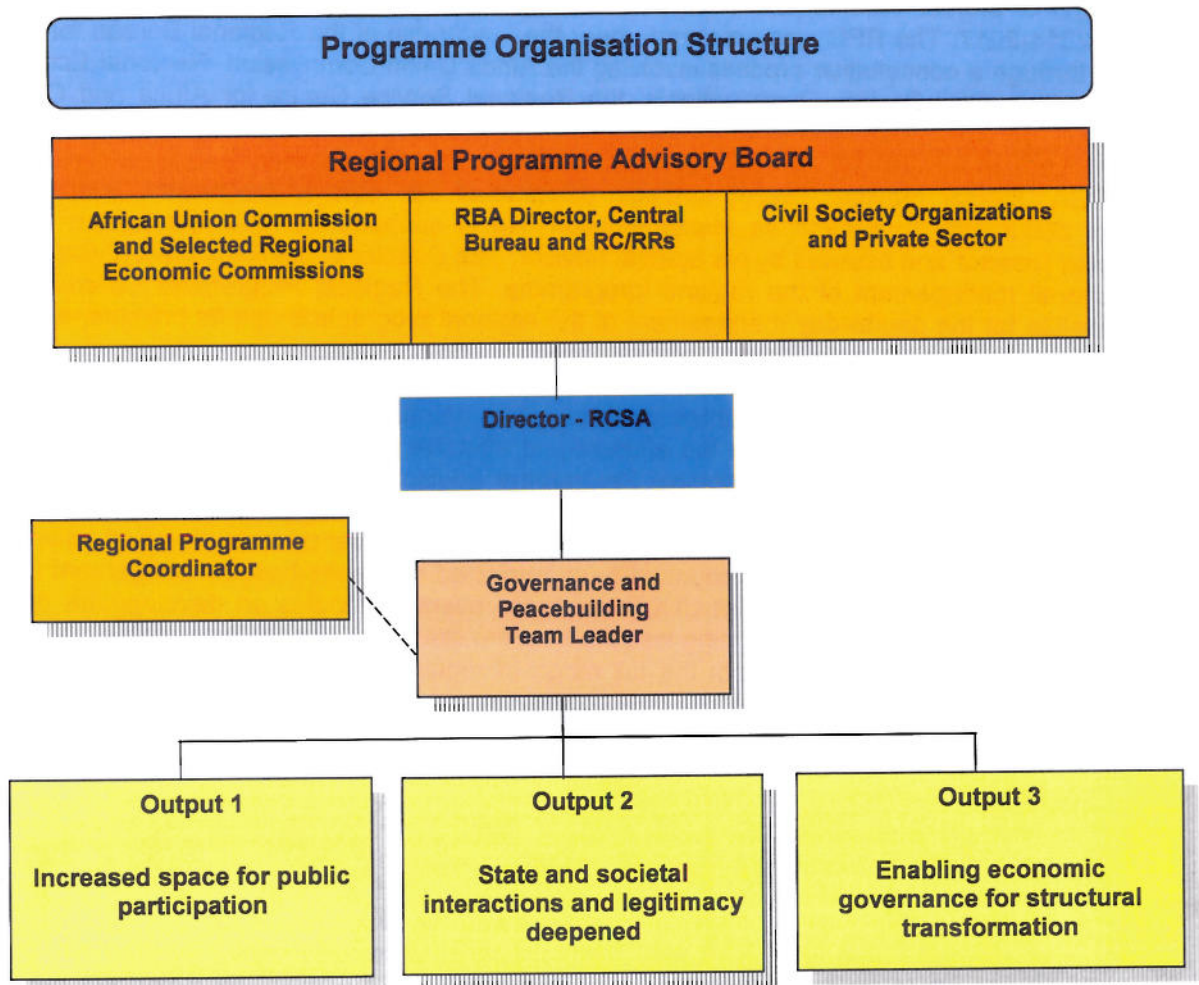
The RBA Director provides overall strategic direction of the regional programme and the five project documents to support its implementation. He is supported in this role by the Deputy Regional Director and assisted by his Special Advisor. The Director of the Regional Service Centre has overall management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

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

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

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

The Regional Service Centre Director will lead the programme management with support from the Regional Programme Coordinator. The Regional Cluster Leader for Governance and Peacebuilding is responsible for implementing the project and for achieving the respective project outputs and contributing towards the RPD Outcomes. The Regional Programme accountability framework and business processes that will guide the management of this project envisions a crucial role for RSC support teams in promoting inclusion of *all relevant stakeholders from across RSC Units, as well as the rest of RBA in the HQ*. The effectiveness of these teams depends on an inclusive approach, based on collegiality, openness, and to encourage decision- making by consensus.



V. MONITORING FRAMEWORK AND EVALUATION

The overall evaluation plan for the Regional Programme Document for Africa (RPD) 2014-2017 which will be implemented through five regional project documents is attached to this project document under Annex 1.

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

Within the annual cycle

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

Annually

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

VI. LEGAL CONTEXT

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

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

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

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

VII. ANNEXES

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

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

engagement principles								
PROGRAMME EVALUATION								
All Outcomes (1, 2, 3, 4)	SP Outcomes #1,2,5,7	Formative Evaluation of the Regional Cooperation Framework IV			Other	2016 Q1	\$150,000	Regional Programme

Assumptions:

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

Annex 2: UNDP Lessons Learnt from RPD 2008-2013

Summary of Recommendations from RPD 2008-2013:

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

UNDP/RBA Responses to Recommendations:

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

Annex 3: Regional Programme Risk Mitigation

RISK	MANAGEMENT RESPONSE
<p>Conceptual framework and theory of change maybe overtaken by emerging issues in rapidly changing development environment in Africa</p>	<ul style="list-style-type: none"> - The regional programme has a robust evaluation plan and monitoring framework to ensure that the programme/projects remain relevant. - The regional Programme has developed a contingency plan to respond to the emerging issues that need a regional response by UNDP.
<p>UNDP investments and support to regional bodies and frameworks are translated into national development plans</p>	<ul style="list-style-type: none"> - UNDP utilize its national presence to domesticate key regional frameworks into national development plans. - Encourage partners in the other sectors to ensure domestication of regional frameworks.
<p>Lack of adequate resources will present a challenge in achieving the results of the regional programme and component project.</p>	<ul style="list-style-type: none"> - UNDP is currently developing a regional programme resource strategy to ensure additional resource are secured for the programme - A sustained and visible communication strategy will be developed for the regional programme in order to attract further partnerships and resource for the RP.
<p>Lack of coherence and coordination among the AU Organs hinder effective implementation of the project</p>	<ul style="list-style-type: none"> - UNDP has requested the African Union Commission to operationalize the Memorandum of Understanding signed with the Commission. When operationalized, the MoU shall become the framework governing coordination and harmonization of activities with the various AU Organs
	<ul style="list-style-type: none"> -