



**United Nations Development Programme  
Regional Bureau for Africa**

**Project Document**

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**Regional Project to Strengthen Institutional Capacities to Accelerate Pro-Poor Growth and Accountability in Sub-Saharan Africa**

**Strategic Plan Outcome(s):** Systematic approach to supporting capacity development in the efforts of programme countries to achieve the MDGs and to achieve higher levels of human development

**Regional Programme Outcome(s):**

- 1 Regional, sub-regional and national strategies for higher levels of pro-poor growth, and the reduction of gender inequalities formulated and implemented

**Intended Programme Outcome(s):**

1. Institutional capacities of AUC, selected RECs and subsidiary bodies strengthened to accelerate processes and approaches to regional integration
2. Partnerships in support of capacity development improved and better coordinated in order to ensure leadership and ownership by African institutions
3. Conceptualization, design and implementation of capacity development interventions strengthened in country programmes to better assure the sustainability of capacity development programmes at country level

**Expected Project Output(s):**

- 1 AUC has systems, procedures and competencies to implement its new Strategic Plan
- 2 Four Regional Economic Communities (CEMAC, COMESA, ECOWAS, IGAD) and one subsidiary body (MRU) have systems, procedures and competences to function more effectively and efficiently
- 3 African Capacity Development Forum to promote partnerships and to facilitate policy dialogue and resource mobilization for capacity development issues established under the leadership of NEPAD
- 4 AUC, RECs, countries and centres of excellence have access to documented and appropriate tools, methodologies and innovative approaches to improve their CD services and programming
- 5 At least 16 RBA countries have articulated a clearly defined capacity development agenda which is nationally driven and which is being implemented

**Executing Entity/Implementing Agency:**

UNDP/RBA

**Responsible parties:**

AU, RECs, NEPAD, UNECA, ACBF

The lack of capacity is one of the compelling development challenges facing sub-Saharan African countries and regional institutions. Capacity constraints are serious impediments to the design and implementation of gender-responsive growth-oriented poverty reducing policies and programmes at regional, national and sub-national levels, as well as to the quest of African countries to promote regional integration, peace & security and good governance. This regional project aims to contribute to addressing these challenges by enhancing the capacities of African institutions to promote Pro-Poor Growth and Accountability. Specifically, it seeks to contribute to tackling critical/strategic capacity gaps/priorities of regional significance/dimensions through the design and implementation of selected "flagship" capacity development programmes. In this regard, the project will provide support to strengthening institutional capacities of, and to promoting regional partnerships with the AUC and four RECs (CEMAC, COMESA, ECOWAS and IGAD) as well as with the MRU, in order to provide sustained CD services at national and regional levels. The project will facilitate strengthened African ownership and leadership of capacity development initiatives. Further, the project will improve the way capacity development interventions are conceptualized, designed, implemented, monitored and evaluated in UNDP country programmes, as well as those of other partners, including UNCTs. Through these activities the project seeks to be an important element for realizing the RBA's Capacity Development for Pro Poor Growth and Accountability strategy

<p><b>Programme Period:</b> 2009-2011</p> <p><b>Project Title:</b> Regional Project to Strengthen African Institutional Capacities to Accelerate Pro-Poor Growth and Accountability in Sub-Saharan Africa</p> <p><b>Atlas Award ID:</b> 00057487  <b>Project ID:</b> 00071042  <b>Start Date:</b> June 2009  <b>End Date:</b> December 2011</p> <p><b>PAC Meeting Date:</b> 19 December 2008</p>	<p>Total resources required: \$5,236,000  Total allocated resource: \$5,236,000  Regular: \$5,236,000  Other:  o Donor _____  o Donor _____  o Donor _____  o Government _____</p> <p>Unfunded budget:  In-kind Contributions</p>
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Name: Title: Date:

Agreed by Regional Institution (AU) \_\_\_\_\_; \_\_\_\_\_; \_\_\_\_\_

Agreed by (UNDP): Tegegnetwork Gettu 19/11/09.  
Assistant Administrator and  
Regional Director  
Regional Bureau for Africa  
Date

## ACRONYMS

AB	Advisory Board
ACBF	Africa Capacity Building Foundation
AfDB	African Development Bank
AMU/UMA	Arab Maghreb Union
APRM	African Peer Review Mechanism
ASRO	Africa Sub-Regional Office
AU	African Union
AUC	African Union Commission
AWP	Annual Work Plan
BDP	Bureau for Development Policy
CD	Capacity Development
CDG	Capacity Development Group
CD-PGA	Capacity Development for Pro-Poor Growth and Accountability
CDSF/CDI	Capacity Development Strategic Framework/Capacity Development Initiative
CEN-SAD	Community of Sahel-Saharan States
CO	Country Offices
COMESA	Common Market for Eastern and Southern Africa
CEPGL	Economic Community of the Great Lakes Countries
EAC	East African Community
ECCAS/CEEAC	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EU	European Union
IFIs	International Financial Institutions
IGAD	Intergovernmental Authority on Development
IMF	International Monetary Fund
MDGs	Millennium Development Goals
MRU	Mano River Union
NEPAD	New Partnership for Africa's Development
ODA	Official Development Assistance
OMSU	Operations and Management Support Unit
PACT	Partnership for Capacity Building in Africa
PRSP	Poverty Reduction Strategy Paper
PSD	Policy and Strategy Division of RBA
QPR	Quarterly Progress Report
RPF	Regional Programme Framework
RECs	Regional Economic Communities
RBA	Regional Bureau for Africa
SADC	Southern African Development Community
SACU	Southern African Customs Union
SC	Steering Committee
SSA	Sub-Saharan Africa
SPA	Special Partnership for Africa
TSF	Technical Support Facility
UEMOA	West African Economic and Monetary Union
UN	United Nations
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Programme
UNECA	UN Economic Commission for Africa

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## I. SITUATION ANALYSIS

### 1.1. Problem to be Addressed

Sub-Saharan Africa is the least developed region of the world, and one that presents the greatest challenge for poverty eradication and sustainable development. The statistics are stark in almost every socio-economic category: in terms of the Human Development Index, the bottom 23 countries in the world are in Africa, as are 35 of the 40 countries with the lowest rankings for the Human Poverty Index. According to most estimates, the prospects for the sub-Saharan Africa (SSA) region reaching agreed targets of the Millennium Development Goals (MDGs) are poor; at current trends, the goals for poverty reduction and child mortality would only be reached by 2147 and 2165, respectively.

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There are good and hopeful signs of progress, however, as the picture presented by the usually quoted statistics belie the significant strides many SSA African countries have made in recent years in strengthening their capacities (at both national and sub-national levels), rebuilding their economies and embracing democratic governance. Many countries in the region now regularly hold free and fair elections by international standards. Civil wars and conflicts that exacted a significant social, economic and human toll and left the continent scarred for decades to come, are on the wane. Economic growth in many countries is a robust five percent annually, or better, although growth in some countries has fallen to levels below which gains in poverty reduction are being compromised. Significantly also, projections into the immediate future are positive and encouraging; the growth forecast for 2008 is seven percent<sup>1</sup>. The African Union (AU) is the premier regional body and the principal organization for the promotion of accelerated socio-economic integration of the continent. Other institutions with a central role include the Regional Economic Communities (RECs)<sup>2</sup> and subsidiary institutions (such as the Mano River Union – MRU) that facilitate “regional and sub-regional approaches to Africa’s development, encouraging African countries to pool resources to enhance growth prospects, to build and maintain international competitiveness, to support regional public goods and contain regional public “bads” such as conflict”<sup>3</sup>. In concert with the AU and RECs, Africa’s leaders have adopted a number of initiatives, strategies and action plans that demonstrate their determination and commitment to transform the political and economic landscape, and which if effectively implemented, bode well for the future of the region. Key among these are the vision and strategic framework for Africa’s renewal --- the New Partnership for Africa’s Development (NEPAD) --- and its widely acknowledged derivative, the African Peer Review Mechanism (APRM) to which 29 countries have voluntarily subscribed.

These signs of optimism notwithstanding, sub-Saharan African countries and regional institutions are handicapped by a persistent lack of capacity<sup>4</sup>, “*making it difficult [for them] to manage the*

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<sup>1</sup> The impact of the recent and ongoing Global Financial crisis is likely to have adverse consequences for growth in sub-Saharan African countries. and especially for the poor.

<sup>2</sup> The seven members of the African Economic Community (AEC) within the AU include (a) Community of Sahel-Saharan States (CEN-SAD), (b) Common Market for Eastern and Southern Africa (COMESA); (c) Economic Community of Central African States (ECCAS/CEEAC), which includes the sub-group Economic and Monetary Community of Central Africa (CEMAC); (d) Economic Community of West African States (ECOWAS), whose subsidiary groups include: West African Economic and Monetary Union (UEMOA) and West African Monetary Zone (WAMZ); (e) Southern African Development Community (SADC) of which Southern African Customs Union (SACU) is a subset; (f) Arab Maghreb Union (AMU/UMA); and (g) Intergovernmental Authority on Development (IGAD). Other regional blocs, not participating in the AEC includes Economic Community of the Great Lakes Countries (CEPGL); Mano River Union (MRU) and the East African Community (EAC).

<sup>3</sup> Capacity development Initiative for Regional Economic Communities. Revised Concept Note Drafted by NEPAD/WB/AfDB March 2008

<sup>4</sup> UNDP defines capacity as “the ability of individuals, institutions and societies to perform functions, solve problems, and

*increasingly complex and interrelated challenges of social, economic, environmental and political development*<sup>5</sup>. Capacity constraints are a serious impediment to the design and implementation of gender-responsive growth-oriented poverty reducing policies and programmes at national and sub-levels, as well as to the quest of African countries to promote regional integration, peace & security and good governance. Furthermore, the effective use of the limited capacities is hampered by fragmentation owing to multiple state and institutional formations, competition for legitimacy and resources, and contradictory interests that dissipate existing capacities. The international commitments to scale up aid in response to Africa's economic challenges will impose additional capacity needs if African countries are to effectively absorb and utilize these resources to achieve the desired development outcomes; "resource transfers in the absence of institutional capacity do not yield sustainable outcomes".

A recent publication of the Africa Capacity Development Foundation (ACBF) on "The Capacity Needs of Africa's Economic Communities" (July 2008) comprehensively documents the capacity development challenges of nine RECs (CEMAC, CEN-SAD, COMESA, EAC, ECCAS, ECOWAS, IGAD, SADC and UEMOA). The numerous capacity development efforts targeting the AU, the RECs and other regional bodies are reportedly making limited headway. Some of the key lessons learnt from existing initiatives to build the capacities of RECs include: unpredictability of annual funding commitments; high transactions burden for RECs; sporadic and piecemeal efforts; procurement challenge; lack of clear objectives and monitoring results; the plethora of different capacity development initiatives, funds with different rules, processes, and timelines; and the need for pooling efforts to strengthen human capacity to secure regional public goods, and promote good governance, peace and security. It should be pointed as well that unattractive incentives and lack of merit-based decision making (especially personnel related) have contributed to weak human capacities in these institutions.

At the same time, poor governance (political and economic), as well as the effects of the HIV/AIDS pandemic pose major threats to capacity creation, utilization and retention in sub-Saharan Africa today<sup>6</sup>. The corrosive effect of bad governance is widely felt; in the devastating flight of talent and in the poor institutional capacities at both national and decentralized levels. This is indeed one of the main reasons for the outbreak of conflicts. The building and nurturing of accountable institutions (at grassroots, national and regional levels) is an important element of conflict prevention, and in rebuilding post-conflict societies.

Current efforts to redress the capacity gaps of African regional institutions and countries fall far short of what is required, and/or are largely not achieving the intended outcomes. Resources allocated for capacity development in sub-Saharan Africa from multilateral and bilateral donors, as well as from the recurrent and development budgets of African governments (a source with potential but which is often ignored) are significant. Besides, UNDP, the key players among the multilateral organizations include the World Bank (which has devoted over US\$ 9 billion in lending and close to \$ 900 million in grants and administrative budget between 1995-2004, mainly to develop sector capacities – health, education, etc<sup>7</sup>), the African Capacity Building Foundation (with approximately US\$ 200 million for 113 operations in 37 African countries as of 2003<sup>8</sup>), African Development Bank (AfDB), European Union (EU), (primarily for regional infrastructure), UNECA, the International Monetary Fund (IMF) and others. While the need for substantial and additional

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set and achieve objectives in a sustainable manner", and capacity development, as "the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time"

<sup>5</sup> Evaluation Report of UNDP's Second Regional Cooperation Framework for Africa 2002-2006

<sup>6</sup> Other important contributory factors include: loss of skilled labour to developed economies, past aid policies that have undermined national capacities, as well as other policies that have undermined indigenous human capital formation.

<sup>7</sup> Capacity Building in Africa: An OED Evaluation of World Bank Support. 2005

<sup>8</sup> It is estimated over 60% of the resources of the ACBF have gone to strengthen economic policy analysis and management capacity – see Capacity Building in Africa: An OED Evaluation of World Bank support, p 69

new resources to redress the capacity situation in African countries and among African regional institutions cannot be questioned, an urgent priority is to ensure that available resources are well spent and that they achieve the desired results.

The task of institutional renewal and capacity development in Africa is pressing; the capacity deficit (human, organizational and institutional) in African regional institutions and countries spans the public sector, private sector and civil society. The capacity challenge affects all countries regardless of their status: *resource-rich countries; resource-poor countries; post-conflict countries; and countries in prolonged fragile political transitions*<sup>9</sup>. An urgent necessity is to develop differentiated responses and strategies to support capacity development in these different categories of countries, including for the private sector and civil society.

Together with their member states, the AU and RECs have given priority to addressing their capacity constraints, particularly at the level of strategic planning and coordination and they have requested UNDP's support in this endeavour. In fact through the NEPAD programme, African leaders have identified sound governance and strong national capacities as key to creating the conditions for development and sustained poverty reduction, and have requested urgent action and support to address this bottleneck. However, the resources required to confront Africa's capacity challenge are substantial<sup>10</sup>, as urgent short, medium and long-term actions are needed to strengthen service delivery and create effective and functional state and inter-regional institutions, including measures to assist African countries adjust to a rapidly changing world. In particular, substantial capacity development (CD) efforts will be needed to improve the provision of services to the poor and to contribute to the MDGs through support for capacity development of State and Non-state actors to enable them to effectively deliver on the MDG targets.

While a long standing commitment, it is precisely to address the pressing problems of developing countries, especially those in Africa, that the UNDP's Strategic Plan (2008-2011) re-emphasises the central focus of capacity development as its overarching approach to providing support to programme countries. This has been re-affirmed in the UNDP Regional Programme Document for Africa (2008 to 2011) which directs that "[it] will design all of its policy and programme interventions from a capacity development perspective". Similarly, the RBA's new strategy, namely *Capacity Development for Pro-Poor Growth and Accountability* (CD-PGA) is sharply focused on capacity development, particularly with respect to pro-poor growth, weak governance and conflict prevention<sup>11</sup>. The strategy has a two-pronged approach of developing capacity within government for economic actions, and outside government (civil society) for accountability. The strategy recognizes adequate capacity as central if Africa is to make the most of its opportunities, enhance its chances to make the needed progress to achieve the MDGs and to effectively manage the shifts in the environment of official development assistance (ODA). The strategy explicitly aims to make capacity development the starting point for all UNDP-supported activities and partnerships in the region. The challenge is how to translate the CD-PGA into concrete and operational interventions, the results of which are measurable. In the context of the 2008-2011 Regional Programme for Africa approved by the UNDP Executive Board, this project aims to be an important element for realizing the CD-PGA strategy.

## 1.2. Past Cooperation

UNDP provides significant support for capacity development in sub-Saharan Africa at both national and regional levels. Some of the past/ongoing activities at regional level include *Capacity 21* and

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<sup>9</sup> See UNDP Regional Bureau for Africa Strategy and Management Review, May 2006 for a further elaboration of the typology of countries

<sup>10</sup> The costs of capacity development for developing countries were estimated at US\$ 7 billion per annum out of a total of US\$ 50 billion additional aid estimated for the MDGs

<sup>11</sup> UNDP Regional Bureau for Africa Strategy and Management Review, May 2006

its successor programme *Capacity 2015*, the *Southern African Capacity Initiative (SACI)*, the *Preparatory Assistance to the African Union Commission for Capacity Building (RAF/05/021)* and the *Regional Programme for Social Cohesion and Youth Employment for Sub-Saharan Africa*, to cite a few. While the previous support to the AU was intended to establish systems, structures and processes and work methods of the Commission as well as to strengthen capacity to implement its Strategic Plan, further work is needed to build on the gains made. More recently, UNDP Regional Bureau for Africa (RBA) supported the 7<sup>th</sup> African Governance Forum (Burkina Faso, 24-26 October 2007), held under the theme "Building a Capable State" recognized the lack of or weak capacity as the most compelling development challenge facing the Africa region.

UNDP/RBA was instrumental in building the capacity of NEPAD, including setting up the Technical Support Facility (TSF) to fund its governance programme (from which the African Peer Review Mechanism --APRM-- emerged) and the establishment of the NEPAD Advisory Panel. Through the TSF a roster of African experts (at home and in the Diaspora) was established (though it has not been kept current) and the NEPAD 4-year Strategic Plan formulated. Though NEPAD has now been formally integrated into the AU, it would welcome UNDP's support in the implementation of its Strategic Plan.

In late 2006 RBA designed a pilot project specifically aimed at jump-starting the transition of regional and country programming to being fully anchored in a systematic capacity development framework, specifically to be aligned with the analytical framework outlined in the CD-PGA strategy. This was intended to be achieved through i) scaling up of corporate capacity development frameworks, methods and tools, to provide frontline capacity development support to programme countries; ii) creating regional and national capacity for diagnostics and capacity development support teams to provide initial quick responses to programme country requests for support; iii) undertaking capacity diagnostics and facilitating the elaboration of capacity development strategies owned and informed by country realities, in selected countries, iv) disseminating lessons for region wide use and v) strengthening in-country and regional partnerships to contribute to a coordinated approach to capacity development and a division of labour, based on the comparative advantage of the respective partners, in support of regional and in-country capacity priorities. This regional project will build upon and expand these pilot activities.

The project was further intended to supplement the resources that Country Offices (CO) invests in applying UNDP corporate capacity development framework and approaches to programming at the national level. Arising from this support:

- Liberia was supported in employing a capacity development approach to the formulation of its PRSP and its 10 year national capacity development strategy;
- Capacity was significantly strengthened in the water sector in Malawi;
- A number of national counterparts and relevant UNDP staff were trained in UNDP Capacity Development analytical tools and approaches;
- Regional Community of Practice institutionalised, and
- Some 10 countries were provided specific support in integrating Capacity Development into their UN/UNDP supported programmes

However, project results have been constrained by inadequacy, at the individual and institutional levels, of expertise in the UN/UNDP approach to Capacity Development, specifically its diagnostics and capacity development strategies. This needs to be deepened to address the increasing demand at both national and regional levels. Furthermore, more systematic approaches are needed to codify knowledge in the form of tool-kits and well as to formalise a community of practice on capacity development successes within the Africa region.

UNDP Bureau for Development Partnership (BDP) is also providing support to capacity development in Africa through the CD teams based in Johannesburg and Dakar, in all aspects of CD, including national implementation capacities, aid effectiveness and local service delivery.

Support has also been provided to countries in CD programming, through CD engendering of the programming instruments. The global and regional programmes will come together to provide UNDP's support to regional and national capacity development in the Africa region under a common framework and effort.

Generally, capacity development underpinned the second Regional Programme for Africa. However, the evaluation of that Programme noted a major weakness, in that many of its capacity development activities were of insufficient duration to yield desired results. Moreover, there were weak links between regional and country programmes, compounded by insufficient efforts to ensure that the latter explicitly applied a Capacity Development lens and systematic CD approach to programme interventions, building capacity at the national and local levels. The present project will devise and implement strategies to address such weaknesses.

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## **II. PROJECT STRATEGY**

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### **2.1. Project Objectives**

UNDP support to capacity development through its country and regional programme resources, if jointly and strategically used, will make the organization a major player and partner of first choice on capacity development in the region. Based upon the request of the AU, RECs and specific African countries, and guided by UNDP Strategic Plan and the Regional Bureau CD-PGA strategy, this project will support regional initiatives that identify, programme and evaluate targeted institutional and human capital reinforcement programmes in critical areas of the economy and governance structures. The project will use, as the starting point, stakeholder engagement in order to ensure ownership and sustainability of processes and will facilitate the conduct of capacity assessments, the implementation of capacity development strategies, the development and implementation of monitoring and evaluation frameworks, and the adaptation and use of CD tools. The project will also incorporate explicit sustainability plans and exit strategies

As an important element to help realize RBA's CD-PGA strategy, the project will seek to integrate the UNDP capacity development approach – Capacity Development diagnostics and strategies – as well as enhanced knowledge building on Capacity Development best practices within the Africa region, to enable countries and the region to create the necessary conditions to accelerate gender-responsive pro-poor growth within a transparent and accountable governance framework. At the end of the project it is expected that critical/strategic capacity gaps/priorities of regional significance/dimensions will be tackled through the design and implementation of selected "flagship" capacity development programmes. In this regard too, the project will strengthen partnerships at the regional level to facilitate concerted action to address the capacity development needs of African RECs and countries and strengthen African ownership and leadership of capacity development initiatives. The project will also improve the way capacity development interventions are conceptualized, designed, implemented, monitored and evaluated in UNDP country programmes.

### **2.2. Guiding Principles**

In deepening the implementation of the CD-PGA, this project will provide targeted capacity development support to selected regional entities to, in particular, promote the African regional integration agenda, and strengthen partnerships especially at regional level. The project will not substitute for capacity development efforts that are better undertaken at national level by governments, UNDP Country Offices (COs) and other development partners, but will rather seek



to complement such efforts through improved conception, design and implementation of capacity development interventions in country programmes. To provide such a complementary value, the project will map out existing initiatives at country levels, and analyze them in order to identify the appropriate additional support required

This Capacity Development project is not so much directed at thematic capacity development but rather will play a broader role anchored in sharpening concepts, developing/adapting tools, synthesizing/documenting "best practices", undertaking training on Capacity Development, and providing targeted institution building support for selected regional entities and strengthening their institutional/functional capacities. Nevertheless, the project will have clear linkages (in substance and operations) with the other regional projects seeking to strengthen related thematic capacities needed to achieve the associated outcomes, outputs and targets of the four focus areas<sup>12</sup> laid out in the 3<sup>rd</sup> Regional Programme Framework (RPF) for Africa, 2008-2011. In particular, this project will have specific and clear relationships with the Consolidating Democratic and Participatory Governance and Conflict Prevention, Peace Building and Economic Recovery focus areas of the RPF. This is in order to respond to decision taken by RBA Senior Management that specific Capacity-Development-related-support-to-these-two-focus-areas-will-be-covered-in-one-project. Broader synergy with the entire regional programme and sustainability will be effected though:

- a. Involvement of other project managers and regional and country level partners (including civil society coalitions, parliamentarians and the private sector) in the identification, testing and roll-out of the relevant CD tools, methods and approaches. To the extent possible, partners at these two levels will benefit from common training sessions, etc.
- b. Support to thematic networks of the other regional projects to better integrate Capacity Development concerns into their operations and creating learning/exchange platforms on building thematic capacities, documenting and disseminating "best practices"; and
- c. Exploring linkages with other UNDP and partners' programmes with related objectives, with a view to scaling up of activities and impact.

In line with the CD-PGA framework and building largely (but not exclusively) upon the UNDP capacity development approach (spear-headed globally by Capacity Development Group - BDP/CDG- and further honed under the RBA CD-PGA pilot referred to earlier), this project will seek to adapt and integrate Capacity Development concepts, capacity assessment/diagnostic tools and strategies as well as enhance knowledge building (systematic identification, synthesis and documentation) of Capacity Development best practices internationally and within Africa, to enable countries and the region to create the necessary conditions to accelerate pro-poor growth within a transparent and accountable governance framework. BDP/CDG will continue to assist the project in identifying lessons and experiences that are relevant to the needs of sub-Saharan Africa from other regions. In implementing the project, UNDP will seek to apply relevant experiences and lessons from other regions. Further, the project will work as one with the two UNDP capacity development teams in Dakar and Johannesburg to streamline support and build synergies to ensure coherence and efficiency in the support being provided. This way, a one-UNDP response to Capacity Development services for the region will be realized.

Under the project, the RBA's technical ability to support UNDP Country Offices' and partners' work on capacity development will be strengthened. In addition to the existing capacity within RBA, the Capacity Development teams in the two regional offices in Dakar and Johannesburg will be strengthened by the addition of a capacity development specialist in each centre, who will work under the CD regional team leaders. Consistent with the explicit directives from UNDP's Executive Board, that gender equality underpins all Regional Programme interventions, this project

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<sup>12</sup> These are: Poverty Reduction and achievement of the MDGs; Consolidating Democratic and Participatory Governance; Conflict Prevention, Peace and Economic Recovery; and Energy, Environment and Sustainable Development.

will pay particular attention to gender awareness, ensuring that the tools and applications are solidly gender responsive. Furthermore, the project will give priority attention to beneficiary institutions that give special consideration to the political and economic empowerment of women. The project team will regularly consult with the Gender Advisors based in Headquarters, Dakar and Johannesburg in order to ensure that activities supported are gender-responsive, including in particular training activities.

To reduce fragmentation and foster a more coherent strategic approach to Capacity Development programming, thereby ensuring continuity and synergy between regional and national level activities, at country levels, the project will provide Capacity Development service support to: a) help design and integrate and quality assure Capacity Development through CD programming guidelines for UN Development Assistance Frameworks (UNDAFs), country programmes and projects; and b) bring UNDP's signature value added to Capacity Development through work on specific high priority areas such as *Civil Service Reform* and *MDGs Policy Formulation*<sup>13</sup>, in view of the critical need to build state capacities for service delivery, economic action and regulation. The main target groups at country levels will include: government entities; local government bodies (at central and local levels); the private sector; civil society; women's groups and gender machineries; the UN Country Team and other partners. The project will serve to indirectly develop UNDP CO's advisory capacity on CD (training, support, knowledge sharing, etc), where possible, using the cadre of RBA Economics Advisors as the entry points. They will work closely with the CD Advisors and CD focal points. In some Cos, the Economists may be designated CD advisors, particularly in those countries designing and implementing national CD strategies to underpin their PRSP and or MDG-based development plans. While efforts will be made to cover all RBA countries, special attention will be given to those countries covered under the current pilot and rolled out to include a representative sample of countries fitting the CD-PGA typologies.

The project will also ensure that the Bureau has up to date and accurate information on all UNDP-supported capacity development interventions at country level in the region - in particular, the resources allocated for capacity development, the categories of capacities benefiting (human, organizational, institutional) and beneficiary institutions (public, private, civil society). Currently, the Bureau has little or no information of this nature, making it difficult to know the quantum of resources being spent on capacity development and for what purposes and for whom – what capacity assets are UNDP resources creating and which are being neglected? In the absence of such information it would be difficult to make judgments or set policy with respect to where and how UNDP's capacity development resources should be directed/invested. UNDP cannot match the resources of the International Financial Institutions (IFIs), but it can play a leadership role if it uses the regional project resources to position the organization at the cutting edge of innovation/knowledge management on Capacity Development, and empowers Country Offices and regional and national partners to effectively utilize and/or strategically direct available resources for capacity development.

### **2.3. Project Partnership Strategy**

With a view to promoting African ownership and leadership of capacity development initiatives and simultaneously reducing duplication and the burden of fragmentation that the multiplicity of actors and initiatives impose on African countries and regional institutions, the project's partnership strategy will:

- Ensure coordinated and concerted action, building upon functioning systems of beneficiary institutions, in line with the Paris Declaration on Aid effectiveness. In this regard, the

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<sup>13</sup> Initiatives in these two area will be supported through the RBA umbrella governance project and its Economists programmes respectively.

project will respond to the findings of the recent ACBF study and will support advocacy around the agenda of select regional institutions.

- Seek to strengthen resource mobilization in order to secure long-term resources to fund capacity development on a sustained basis.
- Strengthen collaboration with regional training centres, universities, think tanks and research institutions involved in capacity development.
- Build on and ensure synergies with past and ongoing initiatives within the UN/UNDP, particularly the pilot project referred to above.
- Re-engage (conceptually and programmatically) with related schemes of development partners, such as the World Bank, African Development Bank (AfDB), UN Economic Commission for Africa (ECA), ACBF and other members of the PACT (Partnership for Capacity Building in Africa), of which UNDP is a founding member.

A key priority will be given to partnerships with African institutions, including strengthening NEPAD's leadership role. The NEPAD-led continent-wide consultations on capacity development in Africa and support for the NEPAD Capacity Development Strategic Framework/Capacity Development Initiative (CDSF/CDI), under development, will be important elements in UNDP's collaborative effort to strengthen African ownership and leadership of capacity development initiatives<sup>14</sup>. Further, UNDP will facilitate NEPAD's follow-up to the Accra Agenda for Action. Through these efforts, UNDP will contribute to the harmonization of conceptual and practical approaches to CD in Africa and strengthen Africa ownership of CD initiatives and enhance the ability of the region to domesticate the CD agenda.

Importantly too, the project will seek to **combine interventions that target specific institutions**, allowing UNDP/RBA to have one main channel for policy dialogue on the issues. In this respect, the project will support the development and implementation of a number of "flagship" regional capacity development programmes to address critical/strategic capacity gaps. These will entail providing capacity development support to strengthen selected regional institutions that are critical for consolidating recent gains in the Africa region's growth and development and support the implementation of UNDP Africa Bureau's CD-PGA.

Based on the above, the project will specifically provide capacity development support to the following regional entities:

- *The African Union Commission*: The AUC has a long standing partnership with UNDP which is currently providing capacity development support through the project RAF/05/021. Under a new leadership and management team, the AUC is in the process of transformation, including formulation of a new Strategic Plan (2009-2012) building upon the four strategic areas of: Peace and Security, Integration, Cooperation and Development, Shared Values and Institution Building. The AU Strategic Plan will provide guidelines to technical departments and was expected to be completed by December 2008. Overall the strategy formulation process is well underway with UNDP contributing through its current project. Once finalized UNDP will be in a better position to identify specific areas of support. Potential areas that lend themselves for UNDP support include: (i) providing support to the conduct of a detailed capacity needs assessment to implement the new Strategic Plan. Such support would be channelled through the AUC "Process Facility" supported by a multi-donor group involving UK/Denmark/Germany/Netherlands/and others; (ii) supporting the institutional capacity development of the AUC, focusing on structures, conditions of service (high staff turn-over/attrition)<sup>15</sup> and institutional regeneration,

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<sup>14</sup> See The AU-NEPAD Capacity development Initiative: The Capacity Development Strategic Framework (CDSF) – *Seeing African People as the true Resources*- Draft Discussion Paper, April 28, 2008

<sup>15</sup> The AUC is not very competitive when it comes to attracting qualified staff and many its competent staff leave (see Accra Decision to pay competitive wages pegged at 70% of UN rates)

especially in the areas of Administration, Finance and Human Resources. This effort would be linked to the existing institutional transformation project of the AU; (iii) providing assistance to implement the new 2009-2012 Strategic Plan, starting with assistance to develop a results-focused matrix of activities; and (iv) supporting the integration of the NEPAD Secretariat into the core AUC structure (as per the Algiers Decision) to become the AUC planning and coordination unit. A re-structured and re-integrated NEPAD will be in a stronger position to drive the Capacity Development agenda in Africa.

- *Regional Economic Communities:* UNDP, through this project, will strengthen functional/institutional capacities of four RECs identified for support (CEMAC, COMESA, ECOWAS, IGAD<sup>16</sup>) and other sub-regional inter-governmental bodies such as the MRU. Specifically, support will be provided to review and strengthen capacity for planning/strategy development, policy review and analysis functions, monitoring and evaluation, human resource management, etc. (building upon existing information/studies such as the ACBF study cited earlier). Strong emphasis will be given to assisting the RECs institute merit-based human resource decision making in order to create an environment attractive for acquiring the critical skills and competencies required in these institutions. Furthermore, UNDP will participate in and coordinate its capacity development support for the RECs through the joint WB/AfDB/ECA/AU/ACBF mechanism established to support RECs' capacity development efforts.<sup>17</sup> Annex 2 presents an overview of the RECs targeted for support under this project and their capacity needs/gaps.
- *AU-NEPAD:* The project will specifically support the AU-NEPAD to promote dialogue and exchanges on Capacity Development in Africa, to further analyse and deepen the concept of Capacity Development and promote African experiences on how to develop, effectively use and sustain capacities at regional and national levels, as well as undertake advocacy and policy dialogues on Capacity Development in Africa. In this regard, the project will support the establishment of an Annual Capacity Development Status Report on Africa, starting with Country Capacity Profile pilots (which will be determined by the country typologies outlined in the CD-PGA framework and will build on the countries where support has been initiated, e.g. Liberia, Malawi, Mozambique, Burundi and Ethiopia), in collaboration with ACBF, and will also facilitate the establishment of the African Capacity Development Forum to play a role analogous to the African Governance Forum.

In providing Capacity Development support to the above, and to strengthen African ownership and leadership of Capacity Development initiatives, strategic partnerships will be forged with the following:

- *UNECA:* UNECA is a knowledge-based organization and this asset will be fully exploited by UNDP, with the partnership drawing upon UNECA's substantive technical capacity to support the project's capacity development efforts targeting regional entities, specifically the RECs. UNECA has developed multi-year agreements with the RECs which UNDP will take account of when providing support to them.
- *African Capacity Building Foundation - ACBF:* UNDP is a founding member of PACT, is an Executive Board member of ACBF and contributes to the core resources of the Foundation. The project will further strengthen links with ACBF by working closely with the Foundation on tools development/adaptation and methodology development, and in documenting "best practices", as well as networking, so as to improve and harmonize approaches to Capacity Development in Africa.

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<sup>16</sup> The revitalization of IGAD was agreed to at the last Heads of State Summit. Since HR capacity is identified as the most important weakness, UNDP has been requested to provide the services of a Human resource Management consultant for this purpose.

<sup>17</sup> Support to RECs needs to factor ongoing discussions on rationalization of RECs and clarification of roles with AU/NEPAD. A Protocol exists between AU and RECs to streamline responsibilities (RECs regarded as building blocks of Union government and African Common Market).

- *International Financial Institutions*: the main ones being the World Bank (including the World Bank Institute and SPA initiative) and the African Development Bank (AfDB). The former is a key player on capacity development in the region as noted earlier, and it is critical that UNDP forges a partnership aimed at strengthening collaborative effort to address sub-Saharan Africa's capacity development, while at the same time recognizing the differences in priorities and approaches between UNDP and these institutions. Ongoing collaboration between UNDP and AfDB, such as in the areas of trade, gender and governance (principally the NEPAD/APRM) can provide entry points for such further collaboration.

#### 2.4. Project Outcomes

In view of the emphasis given to capacity development in UNDP's Strategic Plan, this project will contribute to the achievement of all the regional programme outcomes outlined in the RPF, but with special emphasis on "*Regional, sub-regional and national strategies for higher levels of pro-poor growth, and the reduction of gender inequalities formulated and implemented*".

Specifically, the project is intended to achieve the following outcomes:

1. Institutional capacities of AUC, selected RECs and subsidiary bodies strengthened to accelerate processes and approaches to regional integration;
2. Partnerships in support of capacity development improved and better coordinated in order to ensure leadership and ownership by African institutions; and
3. Conceptualization, design and implementation of capacity development interventions strengthened in country programmes to better assure the sustainability of capacity development programmes at country level.

#### 2.5. Project Outputs

The project envisages five core output targets as follows:

1. AUC has systems, procedures and competencies to implement its new Strategic Plan
2. Four Regional Economic Communities (CEMAC, COMESA, ECOWAS, IGAD) and one subsidiary body (MRU) have systems, procedures and competences to function more effectively and efficiently.
3. African Capacity Development Forum to promote partnerships and to facilitate policy dialogue and resource mobilization for capacity development issues established under the leadership of NEPAD.
4. AUC, RECs and countries have access to documented and appropriate tools, methodologies and innovative approaches to improve CD services and programming.
5. At least 16 RBA countries have articulated a clearly defined capacity development agenda which is nationally driven and which is being implemented.

#### 2.6. Project Exit Strategy

As rightly noted in the RCF Africa II evaluation report, a key dilemma is how to reconcile the short-term character of projects and the long gestation period required for Capacity Development initiatives to mature and yield results. Thus, the exit strategy for the project will focus on ensuring ownership and creating the internal dynamic and relationships to move the CD agenda forward in a sustainable manner. In this regard partnerships will be a key mechanism for implementing this strategy and the project will put in place a partnership strategy that would secure longer-term funding commitments beyond what the UNDP regional project can provide. Essential to this effort

will be dialogue at national and regional levels to influence how recurrent budgets, as well as development assistance resources, are utilized for Capacity Development, in order to ensure maximum impact of scarce resources. In addition, the regional project will build upon the gains made by RCF Africa II by providing follow-on resources to support selected capacity development activities initiated under RCF Africa II that have the potential for replication, but require further consolidation.

While the project has a finite lifetime and limited resources, the issues it seeks to address are complex and long-term in nature. UNDP therefore needs to adopt a long term perspective and commitment if the organization is to make a meaningful contribution to the issues at stake. In fact, a main critique of the RPF II was that its Capacity Development interventions were too short-term in nature to have the desired impact. UNDP has to assure the organization's abiding commitment to the Capacity Development issues the project addresses. Nonetheless, sound project design requires an exit strategy. In this regard the project will seek to transfer operational project responsibilities to partners as early as possible and ensure the integration of project activities into core functions of partner institutions. An important aspect of the exit strategy will be to strengthen partnerships for resource mobilization and the design and execution of a resource mobilization strategy to this end. In addition, the project will support regional centres of excellence to the point where they can continue to deliver CD services long after UNDP's support to this area ceases. These actions will also contribute to assuring sustainability.

Furthermore, given the strategic nature of the project, it will be launched through a stakeholders' workshop to facilitate greater awareness of the project objectives and to identify potential linkages with other partners' interventions. Given the scope and objectives of the project, it is important that all partners depart from the same starting point, and continue to engage with the process through ongoing consultative mechanisms.

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### III. MANAGEMENT ARRANGEMENTS

**Advisory Board:** There is already an Advisory Board (AB) for the Regional Cooperation Framework III. It will also serve as the Advisory Board for this project. In this regard, the AB will provide (i) policy advice and (ii) suggestions on coordination with other agencies involved in germane projects. These services will not be charged against the project.

**Project Governance:** This will be at two levels. Overall accountability for the attainment of results and the judicious use of programme resources, that is, coordination, strategic direction and oversight for this project will be the responsibility of the RBA Director, assisted by the Deputy Regional Director, Policy and Strategy Division (PSD) in New York. Consistent with the newly defined UNDP/RBA functional structure, project implementation will be decentralised and therefore, the Deputy Regional Director in the ASRO in Johannesburg will assist with the supervision of the management of project activities.

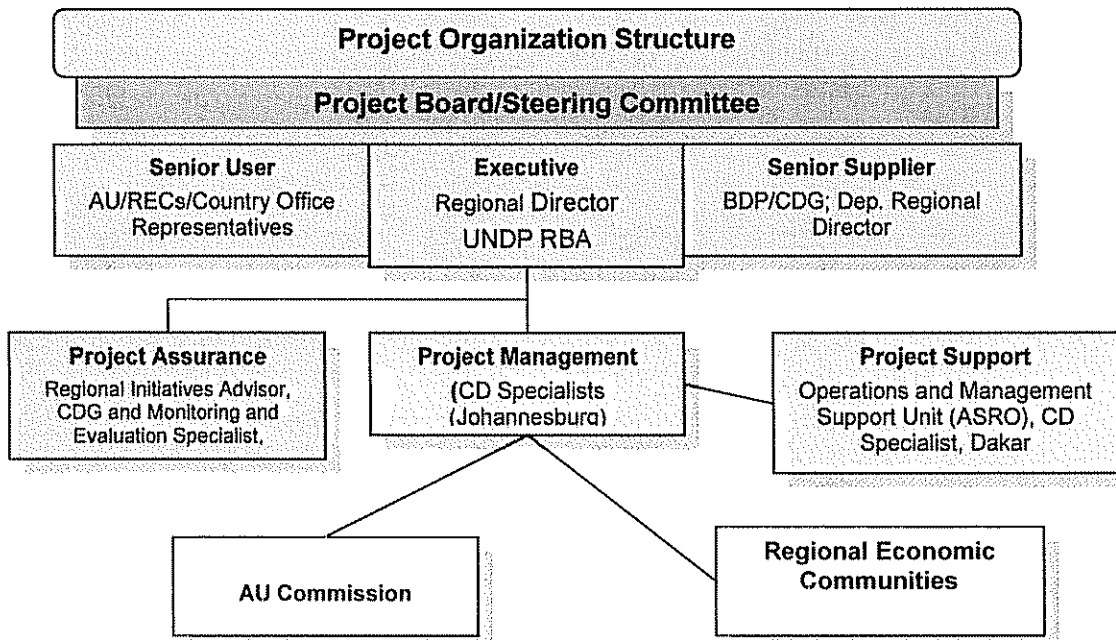
The RBA Director will be further assisted in his functions by a Project Board, which will act as the Steering Committee (SC) for the project. The SC will be established by RBA Director and, in providing strategic guidance for the project, will: (i) approve work plans, including prioritization of project activities, shifts in strategic direction when required and assess the relevance and quality of activities, (ii) advise on coordination with other agencies involved in germane projects, and (iii) review and approve the project's reports on activities and outputs achieved. The SC will meet twice a year to review overall progress in the implementation of the project and between meetings there will be electronic exchanges of information and video-conferences. The SC will be comprised of senior representatives of key beneficiary institutions, such as the AU, NEPAD and RECs; international institutions (UNECA and ACBF); the RBA Deputy Directors in Johannesburg and

Dakar; at least one RR/RC; and a senior staff of BDP/CDG. Members of the SC will be chosen for their leadership, experience and understanding of capacity building issues. Seeking gender balance will be mandatory when selecting the members of the Steering Committee. The RBA Director will delegate chairing of the SC to the RBA Deputy for PSD and for which the RBA Capacity Development and Regional Initiatives Advisor will act as secretary.

**Day to day management:** The project will be directly managed by the RBA Deputy Regional Director in the Johannesburg ASRO, who will make arrangements for the delegation of day to day responsibilities for project implementation to the Capacity Assessment (CA) Specialist who will act as Project Manager and will be recruited using project resources. In addition to his/her capacity assessment duties, the delegated responsibilities of the Project Manager will include: partnership building, resource mobilization, and liaison with partners (both beneficiary and donors) and reporting on progress to both the RBA Director and donors, as needed. In implementing project activities, attention will be given by the Project Manager to fostering coordination with germane activities carried out by bilateral and multilateral actors, -donors, UN agencies, CSOs and policy think tanks- to seek synergies and avoid duplication. In carrying out project management responsibilities, the Project Manager will be assisted by an additional CA Specialist (also recruited using project funds and based in the Dakar ASRO) as well as the larger CD teams, based in both ASROs and at HQ, and short term consultants and experts. The RBA Field Economists, national capacity development advisors and CD focal points in COs will take the lead for the CD initiatives at the national level. More particularly, in countries where national CD strategies are being designed and implemented, the Economists will be the primary link and act as CD focal points and advisors.

Support to operations and financial management and reporting on project activities will be provided by the Operations and Management Support Unit (OMSU) based in the Johannesburg ASRO. Where necessary, regional programme resources will be used to supplement staff costs of the OMSU.

**Table 1: Programme Management Structure**



**Project assurance:** This will be delegated to the RBA Policy Advisor for CD and Regional Initiatives, who will ensure (i) that project commitments are in line with resources allocated, (ii) compliance with this substantive area of UNDP's Strategic Plan, as outlined in this project document, (iii) timely presentation of workplans to RBA management for any needed re-allocation of resources, and (iv) timely production of quarterly updates to management on delivery of results. The BDP/CDG Practice Leaders/Policy Advisors will contribute to the substantive alignment between project activities and UNDP policies and practices and will provide technical guidance to the two CA Specialists who will be integral members of the regional Capacity Development Teams.

**Execution:** In view of the critical role given to UNDP to provide assistance to developing the capacities of national and regional institutions to accelerate pro-poor growth and accountability on the sub-continent, and in line with the decentralization strategy of UNDP and the increasing need for enhanced accountability and quality assurance, this project will be directly executed by the RBA Johannesburg ASRO. Furthermore, there is no single UN or other agency with the package of expertise and experience required to support beneficiaries and partners in this vital area.

The RBA Evaluation Advisors will facilitate regular monitoring and timely evaluation of project activities.

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#### **IV. MONITORING FRAMEWORK AND EVALUATION**

In accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures, the project will be monitored through the following:

- The work-plan for the Project will be approved and monitored by the Steering Committee through annual reports, partner progress reports, etc;
- Annual work-plans will be prepared by the project manager and approved by the Steering Committee and progress will be measured against indicators identified; periodic evaluations will be undertaken to ensure that outcomes are being realized;
- Semi Annual Progress reports will be prepared and circulated to beneficiaries upon review by the Steering Committee.
- The overall monitoring and evaluation procedures of UNDP will apply.

The project will allocate five percent of its resources for the purposes of monitoring and evaluation, including meetings of the Project Board/Steering Committee. A Mid-Term review and final evaluation of the project shall be conducted.

##### 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), 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 Quarterly Progress Report (QPR) shall be submitted by the Project Manager to the Project Steering Committee through Project Assurance, using 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

- **Annual Review Report:** An Annual Review Report shall be prepared by the Project Manager and submitted to the Project Steering Committee. As minimum requirement, the ARR shall consist of 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 will be driven by the Project Steering Committee 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.

## V. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Regional Programme Results and Resource Framework: Regional, sub-regional and national strategies for higher levels of pro-poor growth, and the reduction of gender inequalities formulated and implemented</b></p>	<p><b>Partnership Strategy</b></p> <p>UNDP broad-based support and strong political commitment for sustained capacity development for Pro-Poor Growth requires the involvement of many stakeholders (governments, private sector, civil society, African Regional bodies, UN agencies and other development partners, etc). By enlarging the dialogue on capacity development the project will enhance its relevance and chances of success. Specifically, in addition to the African Union Commission, the Regional Economic Communities and NEPAD/APRM, partnerships will be strengthened/re-established with the World Bank, African Development Bank (AfDB), UN Economic Commission for Africa (UNECA), the African Capacity Building Foundation (ACBF), other members of PACT (Partnership for Capacity Building in Africa) and other African Capacity Building Institutions. The overall goal of these partnerships would be to: (i) address the challenge of strengthening African ownership and leadership of capacity development initiatives; (ii) strengthen resource mobilization in order to secure long-term resources to fund capacity development on a sustained basis; (iii) engage and forge strategic partnerships with a number of the organizations involved in Capacity Development with the aim of reducing duplication and the burden of fragmentation. Through these efforts, UNDP will contribute to the harmonization of conceptual and practical approaches to Capacity Development in Africa and strengthen Africa ownership of Capacity Development initiatives and enhance the ability of the region to domesticate the Capacity Development agenda.</p>
<p><b>Outcome indicators, including baseline and targets: See below for outcome and output indicators and specific baselines</b></p>	<p><b>Targets:</b></p> <ol style="list-style-type: none"> <li>1. AUC has systems, procedures and competencies to implement its new Strategic Plan</li> <li>2. Four Regional Economic Communities (CEMAC, COMESA, ECOWAS, IGAD) and one subsidiary body (MRU) have systems, procedures and competences to function more effectively and efficiently;</li> <li>3. Under the leadership of NEPAD, the establishment of an African Capacity Development Forum to promote partnerships and to facilitate policy dialogue and resource mobilization for capacity development issues</li> <li>4. AUC, four RECs, one subsidiary body and at least 16 RBA countries have access to documented and appropriate tools, methodologies and innovative approaches to improve CD programming</li> <li>5. Long-term national strategies for capacity development formulated and implemented in at least 16 RBA countries</li> </ol> <p><b>Baseline:</b></p> <p>Limited ability of regional institutions, governments and UNDP to design and implement long-term Capacity Development strategies to address Africa's development challenges and weak institutional capacities of the AUC and RECs to help Africa integrate better and address trans-boundary socio-economic development challenges.</p>
<p><b>Project Title and ID (ATLAS Award ID): Regional Project to Strengthen Institutional Capacities to Accelerate Pro-Poor Growth and Accountability in Sub-Saharan Africa; Award ID:00057487; Project ID:00071042</b></p>	

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<b>Intended Outcome 1: Institutional capacities of AUC, selected RECs and subsidiary bodies strengthened to accelerate processes and approaches to regional integration</b>				
<b>Outcome indicators: Number of regional bodies with systems, procedures and competences to efficiently support regional integration</b>				
<p>1. AUC has systems, procedures and competencies to implement its new Strategic Plan</p> <p><b>Baseline:</b> No detailed capacity assessment conducted for AU</p> <p><b>Indicators:</b> By end 2010 CA conducted and capacity developed to implement Strategic Plan by 2011; Exit strategy in place by 2011</p>	<p>1.1 Engage partners and build consensus through project launch workshop</p> <p>1.2 Detailed capacity assessment report in relation to new AUC Strategic Plan produced (Year 1)</p> <p>1.3 Detailed activity and implementation matrix for new Strategic Plan (Year 2)</p> <p>1.4 Institutional capacity of AUC to implement new SP strengthened (Year 2 and 3).</p>	<p>1.1.1. Project launch workshop</p> <p>1.2.1. Conduct a detailed capacity assessment in relation to the Strategic Plan and identify the priority capacity gaps requiring immediate attention</p> <p>1.3.1. Develop a detailed activity matrix, work plan and targets (outputs and resources), monitoring and evaluation framework to ensure a results focused strategy</p> <p>1.4.1. Provide support for targeted institutional development to facilitate the implementation of the new AUC Strategic Plan</p> <p>1.4.2. Evaluate effectiveness of Capacity Development support</p>	AUC/UNDP/UNECA	Int. consultants; mission costs; w/ship; equipment; training and supplies, institutional support. US\$900,000
<p>2. Four Regional Economic Communities (CEMAC, COMESA, ECOWAS and IGAD) and one subsidiary body (MRU) have</p>	<p>2.1. Institutional/function al capacity development provided to CEMAC</p>	<p>2.1.1 Provide support to strengthen economic analysis, and policy and project design (training, expertise)</p> <p>2.1.2 Provide support to strengthen</p>	CEMAC/UNDP/UNECA /other relevant stakeholders	Mission costs; Training; w/shops; Int. Consultants; expertise

<p>systems, procedures and competences to function more effectively and efficiently</p> <p><b>Baseline:</b> Capacity Assessments conducted for most RECs, but none have sufficient capacity to formulate or implement their strategic plans</p> <p><b>Indicators:</b> Capacity Assessments done by ACBF updated or conducted for all six institutions by end 2010 and capacity put in place by 2011; Exit strategy in place by 2011</p>	<p>(Over three years)</p> <p>2.2. Institutional/function al capacity development provided to COMESA (Over three years)</p> <p>2.3. Institutional/function al capacity development provided to ECOWAS (Over 3 years)</p> <p>2.4. Institutional/function al capacity development</p>	<p>programme implementation and management</p> <p>2.1.3 Provide support to build institutional and organizational capacities</p> <p>2.2.1 Provide support to strengthen weak human and institutional capacity base</p> <p>2.2.2 Strengthen project planning and implementation, coordination, resource mobilization and project monitoring and evaluation</p> <p>2.3.1 Provide support to strengthen administration and financial management and resource mobilization system</p> <p>2.3.2 Establish a strong and adequate staff analysis and strategic planning mechanism</p> <p>2.3.3 Set up multidisciplinary division for regional infrastructure projects</p> <p>2.3.4 Establish networks and database of experts from sub-regions' academic and research institutions in areas critical to ECOWAS</p> <p>2.4.1 Establish a training and human development policy</p>	<p>COMESA/UNDP/other relevant stakeholders</p> <p>ECOWAS/UNDP/other relevant stakeholders</p> <p>IGAD/UNDP/other relevant stakeholders</p>	<p>US\$350,000</p> <p>Mission costs; Training; Int. consultants; expertise; w/shops US\$400,000</p> <p>Mission costs; Training; Int. consultants; w/shop; equipment US\$400,000</p> <p>Mission costs; Int. consultants; Training; expertise</p>
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	<p>provided to IGAD (Over 3 years)</p>	<p>2.4.2 Set up a multidisciplinary division to act as long-term strategic planning, coordinating, monitoring and evaluation unit for IGAD secretariat</p> <p>2.4.3 Set up a multidisciplinary division to act as long-term strategic planning, coordinating, monitoring and evaluation unit for IGAD secretariat</p>	<p>US\$ 200,000</p>
	<p>2.5. Institutional/functional capacity development provided to MRU (over 3 years)</p>	<p>2.5.1 Provide support for targeted institutional development to facilitate the finalization and implementation of the MRU Strategic Plan</p> <p>2.5.2 Identify and establish contacts and set up partnerships with potential donors, counterparts and beneficiary institutions in MRU</p> <p>2.5.3 Establish a training and human development policy</p>	<p>MRU/UNDP/other relevant stakeholders</p> <p>Mission costs; Int. &amp; local consultants; Training; expertise US\$ 100,000</p>
<p><b>Intended Outcome 2: Partnerships in support of capacity development improved and better coordinated in order to ensure leadership and ownership by African institutions</b></p>			

<p>Outcome indicators:</p> <ol style="list-style-type: none"> <li>1) <i>Number and quality of partnerships forged.</i></li> <li>2) <i>Percentage of African institutions leading capacity development agenda/initiatives, and</i></li> <li>3) <i>Volume of resources mobilized to support Capacity Development activities at regional level.</i></li> </ol>	<p>3. African Capacity Development Forum to promote partnerships and to facilitate policy dialogue and resource mobilization for capacity development issues established under the leadership of NEPAD</p> <p><b>Baseline:</b> No regular forum for dialogue on Capacity Development issues; few joint Capacity Development programmes</p> <p><b>Indicators:</b> Capacity Development Forum established by 2010; Annual meetings of Forum; At least two joint publications on Capacity Development status in Africa by 2011; Partnerships re-established with WB and ACBF by end 2009; Exit strategy in place by 2011</p> <p>3.1 African Capacity development Forum established (2010)</p> <p>3.2 Africa Capacity development Status Report produced (2010)</p> <p>3.3 Country Capacity Profiles established for five countries with different typologies (2009 to 2010)</p> <p>3.4 AU-NEPAD leadership on capacity development reinforced (throughout)</p> <p>3.5 Joint programmes developed and implemented with partners engaged in Capacity Development at regional level (including centres of</p> <p>3.1.1 Establish and hold high-level African Capacity development Forum every two years</p> <p>3.2.1 Support preparation and publication of an Africa Capacity development Status Report</p> <p>3.3.1 Support multi-stakeholder processes to prepare and disseminate Country Capacity Profile Reports in the countries identified</p> <p>3.4.1 Support provided to AU-NEPAD to further develop and promote the NEPAD Capacity development Strategic Framework</p> <p>3.5.1 Participate in joint programming exercises with other partners to support capacity development activities at regional level.</p>
	<p>AU-NEPAD/UNDP/Governments/Dev. Partners/other stakeholders</p> <p>AU-NEPAD/UNDP/other relevant stakeholders</p> <p>UNDP/other relevant stakeholders at national level</p> <p>AU-NEPAD/UNDP/other relevant stakeholders</p> <p>UNDP/AU-NEPAD/RECs/ World Bank/ UNECA/AfDB/ACBF</p> <p>UNDP Development mission costs; Int &amp; local consultants; publications; Conference workshops</p> <p>Capacity team- mission costs; Int &amp; local consultants; publications; costs; workshops</p> <p>US\$ 500,000</p>

	<p>excellence) (2010 to 2011)</p>	<p>3.5.2 Undertake joint studies, advocacy, assessments and evaluations with partners at regional level</p> <p>3.5.3. Develop partnership strategy</p> <p>3.5.4 Carry out mapping of existing regional institutions (centres of excellence) to determine their capacity to deliver CD services and of what type</p> <p>3.5.5 Provide support to selected institutions (centres of excellence) to strengthen their capacity to deliver agreed-upon CD services</p>	

<p><b>Intended Outcome 3: Conceptualization, design and implementation of capacity development interventions strengthened in country programmes to better assure the sustainability of capacity development programmes at country level.</b></p>		<p><b>Intended Outcome 3: Conceptualization, design and implementation of capacity development interventions strengthened in country programmes to better assure the sustainability of capacity development programmes at country level.</b></p>	
<p>Outcome indicators:</p>			
<p>1) <i>Number of countries with different typologies benefitting from improved capacity development tools, access to best practices and networking</i>  2) <i>Proportion of UNDAFs and country programmes that clearly reflect a capacity development approach</i>  3) <i>Number of national development strategies/poverty reduction programmes that reflect a capacity development approach</i></p>			
<p>4. AUC, RECs and countries have access to documented and appropriate tools, methodologies and innovative approaches to improve CD programming</p> <p><b>Baseline:</b> Tools developed do not necessarily reflect African realities</p> <p><b>Indicators:</b> By 2011, African Capacity Development practices codified and shared through e-database; All UNDP Capacity Development tools refined to reflect African context and at least 2000 Capacity Development practitioners () from various African institutions (both state and non-state and including RBA Economists) trained in UNDP Capacity Development approach by 2011; Exit strategy in place by 2011</p>	<p>4.1 Tools, methodologies adapted and tested, and training provided to Governments and UNDP country offices and other partners (Government, UNCT) (2009 to 2011)</p>	<p>4.1.1. Undertake a quick assessment to identify the tools/methods needed by Governments, UNDP and other partners and their gaps in knowledge and approaches on Capacity Development, in order to better inform the process of adapting/testing the relevant resources to support the planning and management of Capacity Development interventions.  4.1.2. In collaboration with BDP/CDG, identify, document, consolidate, adapt and test as needed existing tools/methods on capacity assessments/diagnostics and other Capacity Development methodologies for use by Government and UNDP Country Offices  4.1.3 Working with centres of excellence, develop and implement training workshops on the concepts, approaches and tools/methods to strengthen Capacity Development in</p>	<p>UNDP and relevant stakeholders</p> <p>UNDP/relevant stakeholders</p> <p>UNDP/relevant stakeholders</p> <p>UNDP/relevant stakeholders</p>
		<p>W/shop costs, Intl &amp; local Consultants, publications US\$ 400,000</p>	



	<p>4.2. Capacity Development "best practices" identified, documented and disseminated. (2010 to 2011)</p> <p>4.3. Mechanisms put in place to support learning and sharing of experiences on tools/methods and approaches to the planning, design and management of</p>	<p>country programmes, targeting Government, UNDP and other partners (UNCT).</p> <p>4.1.4 In collaboration with BDP/CDG, test and roll-out a Capacity Development Monitoring and Evaluation Framework for use in designing, implementing and monitoring and evaluation of country programmes by Governments, UNDP and partners.</p> <p>4.2.1. In collaboration with BDP/CDG, undertake studies, reviews and analysis/synthesis of Capacity Development "best practices", including those from outside the region.</p> <p>4.2.2. Establish project website with appropriate links to relevant sites that are repositories of relevant information on Capacity Development materials</p> <p>4.2.3 Publish and organize dissemination through workshops on Capacity Development "best practices" and other measures at national and regional levels.</p> <p>4.3.1. Provide support to the activities of the Africa CD Community of Practice (COP)</p> <p>4.3.2 Working in partnership with centres of excellence, create a web-based interactive training programme</p>	<p>UNDP/ACBF and relevant stakeholders</p> <p>UNDP/ACBF/ COP/other relevant stakeholders</p>	
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	<p>Capacity Development programmes, as well as to share experiences on specific themes. <b>(2010 to 2011)</b></p>	<p>and mutual learning platform on tools and "best practices".</p> <p>4.3.3. Organize workshops and related processes to bring together Government, partners and UNDP to share experiences relating to the planning, design and management of Capacity Development interventions.</p> <p>4.3.4 Set up specific thematic Capacity Development network (e.g. civil service reform and on Capacity Development approaches for post-conflict countries) to promote mutual learning and to produce products on these issues.</p>		
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<p>5. At least 16 RBA countries have articulated a clearly defined capacity development agenda which is nationally driven and which is being implemented</p> <p><b>Baseline:</b> Few countries have formulated National and or sectoral/regional Capacity Development strategies; few data bases</p> <p><b>Indicators:</b> 5 countries per year assisted in preparing either sectoral or national Capacity Development strategies fully incorporated in PRS or national development plans; data bases established in five countries by 2010; Exit strategy in place by 2011</p>	<p>5.1 Selected countries are implementing their national capacity development agenda, based upon nationally identifies priorities (Over 3 years)</p>	<p>5.1.1. Provide direct support to multi-stakeholder processes to design and implement long-term Capacity Development strategies in selected countries (including the identification and implementation of Quick Wins), beginning with comprehensive capacity assessments/diagnostics and other relevant approaches (capacity mapping/functional reviews, etc).</p> <p>5.1.2 Organize learning and sharing of experiences workshops on design and implementation of long-term Capacity Development strategies</p> <p>5.1.3. In collaboration with BDP/CDG develop, test and roll-out Guidelines for designing Long-term Capacity Development or other sector CD Strategies.</p>	<p>UNDP (Project staff), and relevant national institutions.</p>	<p>UNDP Staff costs (Capacity Assessment Specialists X 2, one each for the two ASROs)<sup>18</sup>; Int. &amp; national consultants; equipment; w/shops; mission costs, training materials; publications US\$ 2,070,000</p>
	<p>5.2 RBA has developed specially tailored strategies and differentiated responses to address Capacity Development in the following categories of countries: <u>resource-rich; resource-poor; post-conflict; countries in prolonged fragile political transitions..(2010 to 2011)</u></p>	<p>5.2.1 Undertake comprehensive reviews/mapping of all UNDP Country Office programming documents to determine which Capacity Development activities are being supported, the resources allocated and institutions benefitting.</p> <p>5.2.2 Establish and regularly update a database on ongoing UNDP-supported</p>	<p>UNDP/other relevant stakeholders</p>	

<sup>18</sup> Pro forma cost for the two Capacity Specialists (at \$230,000 each per annum) with one operating as Project Manager

	<p>Capacity Development interventions in the region. The database will encompass major players offering Capacity Development support in the region, so as to maximize effectiveness of UNDP Capacity Development support</p> <p>5.2.3. Undertake comprehensive review/mapping of all studies with the aim of devising appropriate strategies and approaches to best address the Capacity Development challenges and needs in the various categories of countries, including identification of what has worked.</p> <p>5.2.4. Facilitate the dissemination of the results of these studies and establish mechanisms for mutual learning.</p>		
	<p>5.3 Support provided to other regional projects to strengthen their capacity development activities (2009 to 2010)</p>	<p>5.3.1 Conduct training workshops for project managers and stakeholders of the other regional programme projects on approaches, tools/methods of capacity building to ensure that their capacity development interventions are measurable and sustainable.</p>	<p>UNDP/CDG Project Team and</p>
	<p>5.4 Support provided to UNCT to harmonize and strengthen integration of Capacity Development in UNDAFs and other joint</p>	<p>5.4.1 In collaboration with BDP/CDG, review CCAs and UNDAF on request to provide guidance and recommendations on how Capacity</p>	<p>UNDP/CDG Project Team and</p>

	programming instruments of the UN system (2010 to 2011)	Development can be better reflected in joint programming instruments, and provide training where necessary	
<b>Total</b>			<b>US\$4,970,000</b>
<b>Monitoring and Evaluation</b>			<b>US\$266,000</b>
<b>GRAND TOTAL</b>			<b>US\$5,236,000</b>

## VI. ANNUAL WORK PLAN

Year: 2009

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 1:</b> AUC has systems, procedures and competencies to implement its new Strategic Plan  <b>Baseline:</b> No detailed capacity assessment conducted for AU  <b>Indicators:</b> By end 2010 CA conducted and capacity developed to implement Strategic Plan by 2011; Exit strategy in place by 2011	<b>1. Activity Result</b> Engage partners and build consensus  <b>Action:</b> Project launch workshop		X			AUC/UNDP (ASRO Johannesburg)/UNECA	UNDP Regional Programme	Mission costs; w/shop	US\$50,000
	<b>2. Activity Result</b> Detailed capacity assessment report in relation to new AUC Strategic Plan produced  <b>Action:</b> Conduct capacity assessment and identify the priority capacity gaps requiring immediate attention						AUC/UNDP (ASRO Johannesburg)/UNECA	UNDP Regional Programme	Mission costs; w/shop

<p><b>Output 2:</b> Four Regional Economic Communities (CEMAC, COMESA, ECOWAS and IGAD) and one subsidiary body (MRU) have systems, procedures and competences to function more effectively and efficiently</p> <p><b>Baseline:</b> Capacity Assessments conducted for most RECs, but none have sufficient capacity to formulate or implement their strategic plans</p> <p><b>Indicators:</b> Capacity Assessments done by ACBF updated or conducted for all six institutions by end 2010 and capacity put in place by 2011; Exit strategy in place by 2011</p>	<p>3. <i>Activity Result</i> Institutional/functional capacity development provided to CEMAC, COMESA, ECOWAS, IGAD and MRU (support initiated to all five institutions)</p> <p><i>Action:</i> Provide support to strengthen economic analysis, and policy and project design (training, expertise)</p> <p><i>Action:</i> Provide support to strengthen programme implementation and management</p> <p><i>Action:</i> Provide support to build institutional and organizational capacities</p>								
<p><b>Output 3:</b> African Capacity Development Forum to promote partnerships and to facilitate policy dialogue and resource mobilization for capacity development issues established</p>	<p>1. <i>Activity Result:</i> Country Capacity Profiles established for five countries with different typologies</p>								\$30,000
									\$433,333

<p>under the leadership of NEPAD</p> <p><b>Baseline:</b> No regular forum for dialogue on Capacity Development issues; few joint Capacity Development programmes</p> <p><b>Indicators:</b> Capacity Development Forum established by 2010; Annual meetings of Forum; At least two joint publications on Capacity Development status in Africa by 2011; Partnerships re-established with WB and ACBF by end 2009; Exit strategy in place by 2011</p>	<p>Action: Profile developed for one country</p> <p>2. Activity Result: AU-NEPAD leadership on capacity development reinforced</p> <p>Action: Support provided to AU/NEPAD</p>			X	X	Project staff, CDG, CO, Economists	UNDP Programme/Donor	Regional	Mission costs; Int & local consultants; publications;	\$70,000
<p><b>Output 4:</b> AUC, RECs and countries have access to documented and appropriate tools, methodologies and innovative approaches to improve CD programming</p>	<p>1. Activity Result Tools, methodologies adapted and tested, and training provided to Governments and UNDP country offices and other partners (Government, UNCT)</p>			X	X	AU/NEPAD, Project Staff, CDG	UNDP Programme/Donor	Regional	Mission costs; Int & local consultants; publications;	\$100,000



<p><b>Baseline:</b> Tools developed do not necessarily reflect African realities</p> <p><b>Indicators:</b> By 2011, African Capacity Development practices codified and shared through e-database; All UNDP Capacity Development tools refined to reflect African context and at least 2000 Capacity Development practitioners () from various African institutions (both state and non-state and including RBA Economists) trained in UNDP Capacity Development approach by 2011; Exit strategy in place by 2011</p>	<p><i>Action:</i> Undertake a quick assessment to identify the tools/methods needed by Governments, UNDP and other partners and their gaps in knowledge and approaches on Capacity Development, in order to better inform the process of adapting/testing the relevant resources to support the planning and management of Capacity Development interventions.</p>		X	X	AU/NEPAD, Project Staff, CDG	UNDP Programme/Donor	Mission costs; Int & local consultants; publications;	
<p><b>Output 5:</b> At least 16 RBA countries have articulated a clearly defined capacity development agenda which is nationally driven and which is being implemented</p> <p><b>Baseline:</b> Few countries have formulated National and or sectoral/regional Capacity Development strategies; few data bases</p>	<p><i>Activity Result:</i> Selected countries are implementing their national capacity development agenda, based upon nationally identifies priorities (3 countries in 2009)</p> <p><i>Action:</i> Project Staff recruited and operational</p>				ASRO Johannesburg	UNDP Programme	Staff cost	\$360,000

<p><b>Indicators:</b> 5 countries per year assisted in preparing either sectoral or national Capacity Development strategies fully incorporated in PRS or national development plans; data bases established in five countries by 2010; Exit strategy in place by 2011</p>	<p><i>Action:</i> Provide direct support to multi-stakeholder processes to design and implement long-term Capacity Development strategies in selected countries (including the identification and implementation of Quick Wins), beginning with comprehensive capacity assessments/diagnostics and other relevant approaches (capacity mapping/functional reviews, etc).</p>		X	X	X	X	X	X	X	X	<p>International consultants, DSA, mission costs, training materials, workshops</p> <p>\$100,000</p>
	<p><i>Action:</i> Develop test and roll-out Guidelines for designing Long Term Capacity Development and other sector CD Strategies</p>		X	X	X	X	X	X	X	X	
	<p><i>2. Activity Result:</i> Support provided to other regional projects to strengthen their capacity development activities</p>										
	<p><i>Action:</i> Conduct training workshops for project managers and stakeholders of the other regional programme projects on approaches, tools/methods of capacity building to ensure that their capacity development interventions are measurable and sustainable (NB Can be combined with other workshops referred to later)</p>										
M&E											\$66,000
TOTAL											\$1,359,333

Year: 2010

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
		<p><b>Output 1:</b> AUC has systems, procedures and competencies to implement its new Strategic Plan</p> <p><b>Baseline:</b> No detailed capacity assessment conducted for AU</p> <p><b>Indicators:</b> By end 2010 CA conducted and capacity developed to implement Strategic Plan by 2011; Exit strategy in place by 2011</p>	<p>1. <i>Activity Result</i></p> <p>Detailed activity and implementation matrix for new Strategic Plan</p> <p><i>Action:</i> Detailed activity matrix, work plan and targets (outputs and resources), monitoring and evaluation framework to ensure a results focused strategy developed</p>		X		X		AU/UNDP/Other relevant stakeholders
<p><b>Output 2:</b> Four Regional Economic Communities (CEMAC, COMESA, ECOWAS and IGAD) and one subsidiary body (MRU) have systems, procedures and competences to</p>	<p>2. <i>Activity Result</i></p> <p>Institutional capacity to AUC to implement Strategic Plan</p> <p><i>Action:</i> Support for targeted institutional development provided</p>							Int. consultants; mission costs; w/shop; equipment; training and supplies, institutional support	\$280,000
<p><b>Output 2:</b> Four Regional Economic Communities (CEMAC, COMESA, ECOWAS and IGAD) and one subsidiary body (MRU) have systems, procedures and competences to</p>	<p>1. <i>Activity Result</i></p> <p>Institutional/functional capacity development provided to CEMAC, COMESA, ECOWAS, IGAD and MRU</p>		X	X	X	AU/UNDP/Other relevant stakeholders	Regional Programme	Int. consultants; mission costs; w/shop; equipment; training and supplies, institutional support	\$483,333

<p>function more effectively and efficiently</p> <p><b>Baseline:</b> Capacity Assessments conducted for most RECs, but none have sufficient capacity to formulate or implement their strategic plans</p> <p><b>Indicators:</b> Capacity Assessments done by ACBF updated or conducted for all six institutions by end 2010 and capacity put in place by 2011; Exit strategy in place by 2011</p>	<p><i>Action:</i> Provide support to strengthen economic analysis, and policy and project design (training, expertise)</p>	x	x	x	x	x	UNDP/RECs/Other relevant stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop; equipment; training and supplies, institutional support	
	<p><i>Action:</i> Provide support to strengthen programme implementation and management</p>	X	X	X	X	X	UNDP/RECs/Other relevant stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop; equipment; training and supplies, institutional support	
	<p><i>Action:</i> Provide training to build institutional and organizational capacities</p>	X	X	X	X	X	UNDP/RECs/Other relevant stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop; equipment; training and supplies, institutional support	
	<p><i>Action:</i> Provide support to strengthen administration and financial management</p>	X	X	X	X	X	UNDP/RECs/Other relevant stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop; equipment; training and supplies, institutional support	
<p><b>Output 3:</b> African Capacity Development Forum to promote partnerships and to facilitate policy dialogue and resource</p>	<p>1. <i>Activity Result:</i> African Capacity development Forum established</p>						AU-NEPAD/UNDP/Governments/Dev. Partners/other stakeholders			\$50,000

<p>mobilization for capacity development issues established under the leadership of NEPAD</p> <p><b>Baseline:</b> No regular forum for dialogue on Capacity Development programmes</p> <p><b>Indicators:</b> Capacity Development Forum established by 2010; Annual meetings of Forum; At least two joint publications on Capacity Development status in Africa by 2011; Partnerships re-established with WB and ACFB by end 2009; Exit strategy in place by 2011</p>	<p>Action: Stakeholder consultations (Workshop)</p>	X					AU-NEPAD/UNDP/Governments/Dev. Partners/other stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop;		
	<p>Action: High level forum held</p>		X				AU-NEPAD/UNDP/Governments/Dev. Partners/other stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop;	\$50,000	
	<p>2. Activity Result: Africa Capacity development Status Report produced</p> <p>Action: Stakeholder consultation</p>	X					AU-NEPAD/UNDP/Governments/Dev. Partners/other stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop;		
	<p>Action: Research, writing and editing</p>		X	X			AU-NEPAD/UNDP/Governments/Dev. Partners/other stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop;		
	<p>Action: Report launched</p>				X		AU-NEPAD/UNDP/Governments/Dev. Partners/other stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop;	\$20,000	
	<p>3. Activity Result: Country Capacity Profiles established for five countries with different typologies</p> <p>Action: profiles undertaken for 4 countries</p>	X	X	X			AU-NEPAD/UNDP/Governments/Dev. Partners/other stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop;		

	<p>4. <i>Activity Result:</i> AU-NEPAD leadership on capacity development reinforced <i>Action:</i> Support provided to AU/NEPAD</p>						AU-NEPAD/UNDP/Governments/Dev. Partners/other stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop;	\$40,000		
							X	X	X			
	<p>5. <i>Activity Result:</i> Joint programmes developed and implemented with partners engaged in Capacity Development at regional level (including centres of excellence)  <i>Action:</i> Joint studies undertaken  <i>Action:</i> Partnership strategy developed  <i>Action:</i> Carryout mapping exercise of regional institutions (centres of excellence)  <i>Action:</i> Provide support to selected centres of excellence to strengthen capacity to deliver CD services</p>						AU-NEPAD/UNDP/Governments/Dev. Partners/other stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop;			
							X	X	X			

<p>Output 4: AUC, RECs and countries have access to documented and appropriate tools, methodologies and innovative approaches to improve CD programming</p> <p><b>Baseline:</b> Tools developed do not necessarily reflect African realities</p> <p><b>Indicators:</b> By 2011, African Capacity Development practices codified and shared through e-database; All UNDP Capacity Development tools refined to reflect African context and at least 2000 Capacity Development practitioners () from various African institutions (both state and non-state and including RBA Economists) trained in UNDP Capacity Development approach by 2011; Exit strategy in place by 2011</p>	<p><i>i. Activity Result:</i></p> <p>Tools, methodologies adapted and tested, and training provided to Governments and UNDP country offices and other partners (Government, UNCT) (2009 to 2011)</p> <p><i>Action:</i> Identify, document, consolidate, adapt and test, as needed, existing tools, and methods on CD Assessments/diagnostics and other CD methodologies for use by Government and UNDP COs.</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>BDP/CDG, Project staff, governments</p>	<p>UNDP Regional Programme</p>	<p>Int. consultants; mission costs; w/shop;</p>	<p>\$50,000</p>
	<p><i>2. Activity Result:</i></p> <p>Capacity Development "best practices" identified, documented and disseminated.</p> <p><i>Action:</i> Undertake studies, reviews and analysis/ synthesis of Capacity Development "best practices", including those from outside the region.</p> <p><i>Action:</i> Establish project website with appropriate links to relevant sites that are repositories of relevant information on Capacity Development materials</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>AU/RECS; BDP/CDG, Project staff, governments</p> <p>AU/RECS; BDP/CDG, Project staff, governments</p>	<p>UNDP Regional Programme</p> <p>UNDP Regional Programme</p>	<p>Int. consultants; mission costs; w/shop;</p> <p>Int. consultants; mission costs; w/shop;</p>	<p>\$50,000</p>

<p><i>Action:</i> Publish and organize dissemination through workshops on Capacity Development "best practices" and other measures at national and regional levels</p>	<p><i>Action:</i> Publish and organize dissemination through workshops on Capacity Development "best practices" and other measures at national and regional levels</p>	<p>AU/RECS; BDP/CDG, Project staff, governments</p>	<p>UNDP Regional Programme</p>	<p>Int. consultants; mission costs; w/shop;</p>	<p>\$50,000</p>
<p>3. <i>Activity Result:</i> Mechanisms put in place to support learning and sharing of experiences on tools/methods and approaches to the planning, design and management of Capacity Development programmes, as well as to share experiences on specific themes. (2010 to 2011)</p>	<p><i>Action:</i> Provide support to the activities of the Africa CD Community of Practice (COP)</p>	<p>BDP/CDG, Project staff, Economists</p>	<p>UNDP Regional Programme</p>	<p>Int. consultants; mission costs; w/shop;</p>	<p>\$50,000</p>
<p><i>Action:</i> In partnership with centres of excellence, create a web-based interactive training programme and mutual learning platform on tools and "best practices".</p>	<p><i>Action:</i> In partnership with centres of excellence, create a web-based interactive training programme and mutual learning platform on tools and "best practices".</p>	<p>Project staff</p>	<p>UNDP Regional Programme</p>	<p>Int. consultants; mission costs; w/shop;</p>	<p>\$50,000</p>



	<p>Action: Organize workshops and related processes to bring together Government, partners and UNDP to share experiences relating to the planning, design and management of Capacity Development interventions.</p> <p>Action: Set up specific thematic Capacity Development network (e.g. civil service reform and on Capacity Development approaches for post-conflict countries) to promote mutual learning and to produce products on these issues</p>	<p>X</p>					<p>UNDP Regional Programme</p>	<p>Int. consultants; mission costs; w/shop;</p>	
<p>Output 5: At least 16 RBA countries have articulated a clearly defined capacity development agenda which is nationally driven and which is being implemented</p> <p>Baseline: Few countries have formulated National and or sectoral/regional Capacity Development strategies; few</p>	<p>7. Activity Result: Selected countries are implementing their national capacity development agenda, based upon nationally identifies priorities (6 countries in 2010)</p> <p>Action: Project staff recruited and operational</p>	<p>X</p>				<p>BDP/CDG, Project staff, Economists</p>	<p>UNDP Regional Programme</p>	<p>Staff time;</p>	
					<p>Johannesburg ASRO</p>	<p>UNDP Regional Programme</p>	<p>Staff costs</p>	<p>\$450,000</p>	

<p>data bases</p> <p><b>Indicators:</b> 5 countries per year assisted in preparing either sectoral or national Capacity Development strategies fully incorporated in PRS or national development plans; data bases established in five countries by 2010; Exit strategy in place by 2011</p>	<p><b>Action:</b> Provide direct support to multi-stakeholder processes to design and implement long-term Capacity Development strategies in selected countries (including the identification and implementation of Quick Wins), beginning with comprehensive capacity assessments/diagnostics and other relevant approaches (capacity mapping/functional reviews, etc).</p> <p><b>Action:</b> Organize learning and sharing of experiences workshops on design and implementation of long-term Capacity Development strategies</p> <p><b>Action:</b> Develop, test and roll-out Guidelines for designing Long-term Capacity Development or other sector CD Strategies</p>	X	X	X	X	X				BDP/CDG, Project staff, relevant national institutions	UNDP Regional Programme	Int and local consultants, workshops, mission costs	\$20,000	
											BDP/CDG, Project staff, relevant national institutions	UNDP Regional Programme	Int and local consultants, workshops, mission costs	\$20,000
		X	X	X	X	X	X				BDP/CDG, Project staff, relevant national institutions	UNDP Regional Programme	Int and local consultants, workshops, mission costs	\$30,000

<p><sup>2</sup> <i>Activity Result:</i> RBA has developed specially tailored strategies and differentiated responses to address Capacity Development in the following categories of countries: <u>resource-rich; resource-poor; post-conflict; countries in prolonged fragile political transitions.</u></p> <p><i>Action:</i> Undertake comprehensive reviews/mapping of all UNDP Country Office programming documents to determine which Capacity Development activities are being supported, the resources allocated and institutions benefitting.</p> <p><i>Action:</i> Establish and regularly update a database on ongoing UNDP-supported Capacity Development interventions in the region. The database will encompass major players offering Capacity Development support in the region, so as to maximize effectiveness of UNDP Capacity Development</p>	X	X	X	X					
	X	X	X	X					
						BDP/CDG, Project staff,	UNDP Regional Programme	Staff time	\$30,000
						BDP/CDG, Project staff,	UNDP Regional Programme	Intl. & local consultants; staff time	\$40,000

support	<p><b>Action:</b> Undertake comprehensive review/mapping of all studies with the aim of devising appropriate strategies and approaches to best address the Capacity Development challenges and needs in the various categories of countries, including identification of what has worked.</p>	X	X	X	X	BDP/CDG, Project staff.	UNDP Regional Programme	Staff time	\$30,000	
	<p><b>Action:</b> Facilitate the dissemination of the results of these studies and establish mechanisms for mutual learning</p>	X				BDP/CDG, Project staff.	UNDP Regional Programme	Staff time; publication	\$20,000	
	<p><b>3. Activity Result:</b> Support provided to other regional projects to strengthen their capacity development activities (2009 to 2010)</p> <p><b>Action:</b> Include other staff of regional projects (especially managers) and other stakeholders in relevant training</p>					BDP/CDG; Project staff; relevant national institutions	UNDP Regional Programme	Staff time	\$10,000(most cost subsumed in related training activities)	
		x	x	x	x					
	<p><b>4. Activity Result:</b></p>									

	Support provided to UNCT to harmonise and strengthen integration of CD in UNDAFs and other joint programming instruments of the UN system																		
	Action: Review CCA and UNDAFs on request to provide guidance and recommendations on how CD can better be reflected in joint programming instruments and provide training as necessary	X	x	x	x				UNCT; BDP/CDG; Project staff; relevant national institutions	UNDP Regional Programme	Staff time, Missions costs	\$30,000							
M&E												\$80,000							
TOTAL																			\$1,933,333

Year: 2011

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
Output 1: AUC has systems, procedures and competencies to implement its new Strategic Plan	1. Activity Result Institutional capacity of AUC to implement new SP strengthened							

<p><b>Baseline:</b> No detailed capacity assessment conducted for AU</p> <p><b>Indicators:</b> By end 2010 CA conducted and capacity developed to implement Strategic Plan by 2011; Exit strategy in place by 2011</p>	<p><i>Action:</i> Support for targeted institutional development provided</p>	X	X	X	X	X	relevant	UNDP/RECs/Other stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop; equipment; training and supplies, institutional support	\$300,000	
		<p><i>Action:</i> Evaluate effectiveness of Capacity Development support</p>		X	X			relevant	UNDP/RECs/Other stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop; equipment; training	\$50,000
			<p>1. <i>Activity Result</i></p> <p>Institutional/functional capacity development provided to CEMAC, COMESA, ECOWAS, IGAD and MRU(Over three years)</p>	X	X	X		relevant	UNDP/RECs/Other stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop; equipment; training and supplies, institutional support	\$483,334
				<p><i>Action:</i> Provide support to strengthen economic analysis, and policy and project design (training, expertise)</p>		X	X		relevant	UNDP/RECs/Other stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop; equipment; training and supplies, institutional support
<p><b>Output 2:</b> Four Regional Economic Communities (CEMAC, COMESA, ECOWAS and IGAD) and one subsidiary body (MRU) have systems, procedures and competences to function more effectively and efficiently</p> <p><b>Baseline:</b> Capacity Assessments conducted for most RECs, but none have sufficient capacity to formulate or implement their strategic plans</p> <p><b>Indicators:</b> Capacity Assessments done by ACBF updated or conducted for all six institutions by end 2010 and capacity put in place by 2011; Exit strategy in place by 2011</p>	<p><i>Action:</i> Provide support to strengthen programme implementation and management</p>	X	X	X	X	relevant	UNDP/RECs/Other stakeholders	UNDP Regional Programme	Int. consultants; mission costs; w/shop; equipment; training and supplies, institutional support			

<p>Output 3: African Capacity Development Forum to promote partnerships and to facilitate policy dialogue and resource mobilization for capacity development issues established under the leadership of NEPAD</p> <p>Baseline: No regular forum for dialogue on Capacity Development issues; few joint Capacity Development programmes</p> <p>Indicators: Capacity Development Forum established by 2010; Annual meetings of Forum; At least two joint publications on Capacity Development status in Africa by 2011; Partnerships re-</p>	<p>Action: Provide training to build institutional and organizational capacities</p>					X	X	X	X	X	UNDP/RECs/Other stakeholders	relevant	UNDP Regional Programme	Int. consultants; mission costs; w/shop; equipment; training and supplies, institutional support		
	<p>Action: Provide support to strengthen administration and financial management</p>					X	X	X	X	X	X	UNDP/RECs/Other stakeholders	relevant	UNDP Regional Programme	Int. consultants; mission costs; w/shop; equipment; training and supplies, institutional support	\$30,000
<p>1. Activity Result: African Capacity Development forum established</p> <p>Action: Preparations initiated for second meeting of forum</p> <p>2 Activity Result: AU-NEPAD leadership on capacity development reinforced</p> <p>Action: support provided to AU-NEPAD to further promote NEPAD CD Strategic Framework</p>													UNDP Regional Programme	Int. consultants; mission costs; w/shop;	\$70,000	
												AU-NEPAD/UNDP/Governments/Dev. Partners/other stakeholders		UNDP Regional Programme	Int. consultants; mission costs; w/shop;	
												AU-NEPAD/UNDP/Governments/Dev. Partners/other stakeholders		UNDP Regional Programme	Int. consultants; mission costs; w/shop;	

<p>established with WB and ACFB by end 2009; Exit strategy in place by 2011</p> <p><b>Output 4:</b> AUC, RECs and countries have access to documented and appropriate tools, methodologies and innovative approaches to improve CD programming</p> <p><b>Baseline:</b> Tools developed do not necessarily reflect African realities</p> <p><b>Indicators:</b> By 2011, African Capacity Development practices codified and shared through e-database; All UNDP Capacity Development tools refined to reflect African context and at least 2000 Capacity Development practitioners (from various African institutions (both state and non-state and including RBA Economists) trained in UNDP Capacity Development approach by 2011;</p>	<p><b>3. Activity Result:</b></p> <p>Joint programmes developed and implemented with partners engaged in Capacity Development at regional level (including centres of excellence)</p> <p><i>Action:</i> Joint studies undertaken</p> <p><i>Action:</i> Provide support to selected centres of excellence to strengthen capacity to deliver CD services</p>		X	X	X	X	X	X	UNDP Regional Programme	Int. consultants; mission costs; w/shop;	\$100,000
	<p><b>3. Activity Result:</b></p> <p>Tools, methodologies adapted and tested, and training provided to Governments and UNDP country offices, and other partners (Government, UNCT) (2009 to 2011)</p> <p><i>Action:</i> Working with centres of excellence, develop and implement training workshops on the concepts, approaches and tools/methods to strengthen Capacity Development in country programmes, targeting Government, UNDP and other partners (UNCT).</p> <p><i>Action:</i> In collaboration with BDP/CDG, test and roll-out a Capacity Development Monitoring and Evaluation Framework for use in designing, implementing, monitoring and evaluation of country programmes by Governments, UNDP and partners.</p>		X	X	X	X	X	X	UNDP (project team, CDG, Economists)	Int. & local consultants; mission costs; w/shop;	\$50,000
	<p><b>3. Activity Result:</b></p> <p>Tools, methodologies adapted and tested, and training provided to Governments and UNDP country offices, and other partners (Government, UNCT) (2009 to 2011)</p> <p><i>Action:</i> Working with centres of excellence, develop and implement training workshops on the concepts, approaches and tools/methods to strengthen Capacity Development in country programmes, targeting Government, UNDP and other partners (UNCT).</p> <p><i>Action:</i> In collaboration with BDP/CDG, test and roll-out a Capacity Development Monitoring and Evaluation Framework for use in designing, implementing, monitoring and evaluation of country programmes by Governments, UNDP and partners.</p>		X	X	X	X	X	X	UNDP (project team, CDG, Economists)	Int. & local consultants; mission costs; w/shop;	\$50,000
	<p><b>3. Activity Result:</b></p> <p>Tools, methodologies adapted and tested, and training provided to Governments and UNDP country offices, and other partners (Government, UNCT) (2009 to 2011)</p> <p><i>Action:</i> Working with centres of excellence, develop and implement training workshops on the concepts, approaches and tools/methods to strengthen Capacity Development in country programmes, targeting Government, UNDP and other partners (UNCT).</p> <p><i>Action:</i> In collaboration with BDP/CDG, test and roll-out a Capacity Development Monitoring and Evaluation Framework for use in designing, implementing, monitoring and evaluation of country programmes by Governments, UNDP and partners.</p>		X	X	X	X	X	X	UNDP (project team, CDG, Economists)	Int. & local consultants; mission costs; w/shop;	\$50,000
	<p><b>3. Activity Result:</b></p> <p>Tools, methodologies adapted and tested, and training provided to Governments and UNDP country offices, and other partners (Government, UNCT) (2009 to 2011)</p> <p><i>Action:</i> Working with centres of excellence, develop and implement training workshops on the concepts, approaches and tools/methods to strengthen Capacity Development in country programmes, targeting Government, UNDP and other partners (UNCT).</p> <p><i>Action:</i> In collaboration with BDP/CDG, test and roll-out a Capacity Development Monitoring and Evaluation Framework for use in designing, implementing, monitoring and evaluation of country programmes by Governments, UNDP and partners.</p>		X	X	X	X	X	X	UNDP (project team, CDG, Economists)	Int. & local consultants; mission costs; w/shop;	\$50,000
	<p><b>3. Activity Result:</b></p> <p>Tools, methodologies adapted and tested, and training provided to Governments and UNDP country offices, and other partners (Government, UNCT) (2009 to 2011)</p> <p><i>Action:</i> Working with centres of excellence, develop and implement training workshops on the concepts, approaches and tools/methods to strengthen Capacity Development in country programmes, targeting Government, UNDP and other partners (UNCT).</p> <p><i>Action:</i> In collaboration with BDP/CDG, test and roll-out a Capacity Development Monitoring and Evaluation Framework for use in designing, implementing, monitoring and evaluation of country programmes by Governments, UNDP and partners.</p>		X	X	X	X	X	X	UNDP (project team, CDG, Economists)	Int. & local consultants; mission costs; w/shop;	\$50,000



Exit strategy in place by 2011	<p>3. <i>Activity Result:</i> Capacity Development "best practices" identified, documented and disseminated. (2010 to 2011)</p> <p><i>Action:</i> Publish and organize dissemination through workshops on Capacity Development "best practices" and other measures at national and regional levels.</p>												\$50,000		
		X		X											
			X												
	<p>4. <i>Activity Result:</i> Mechanisms put in place to support learning and sharing of experiences on tools/methods and approaches to the planning, design and management of Capacity Development programmes, as well as to share experiences on specific themes. (2010 to 2011)</p> <p><i>Action:</i> Provide support to the activities of the Africa CD Community of Practice (COP)</p> <p><i>Action:</i> Organize workshops and related processes to bring together Government, partners and UNDP to share experiences relating to the planning, design and management of Capacity Development interventions.</p> <p><i>Action:</i> Set up specific thematic Capacity Development network (e.g. civil service reform and on Capacity Development approaches for post-</p>													\$50,000	
		X		X											
			X												

<p>Output 5: At least 16 RBA countries have articulated a clearly defined capacity development agenda which is nationally driven and which is being implemented</p> <p><b>Baseline:</b> Few countries have formulated National and or sectoral/regional Capacity Development strategies; few data bases</p> <p><b>Indicators:</b> 5 countries per year assisted in preparing either sectoral or national Capacity Development strategies fully incorporated in PRS or national development plans; data bases established in five countries by 2010; Exit strategy in place by 2011</p>	<p>conflict countries) to promote mutual learning and to produce products on these issues.</p>	<p>1. <i>Activity Result:</i> Selected countries are implementing their national capacity development agenda, based upon nationally identifies priorities (7 countries in 2011)</p> <p><i>Action:</i> Project staff recruited and operational</p> <p><i>Action:</i> Provide direct support to multi-stakeholder processes to design and implement long-term Capacity Development strategies in selected countries (including the identification and implementation of Quick Wins), beginning with comprehensive capacity assessments/diagnostics and other relevant approaches (capacity mapping/functional reviews, etc).</p> <p><i>Action:</i> Organize learning and sharing of experiences workshops on design and implementation of long-term Capacity Development strategies</p>	X	X	X	X	X	X	ASRO Johannesburg	BDP/CDG, Project staff, relevant national institutions	UNDP Regional Programme	Int and local consultants, workshops, mission costs	\$460,000
			X	X	X	X	X	X	BDP/CDG, Project staff, relevant national institutions	UNDP Regional Programme	Int and local consultants, workshops, mission costs	\$35,000	

<p>2. <i>Activity Result:</i>  RBA has developed specially tailored strategies and differentiated responses to address Capacity Development in the following categories of countries: resource-rich; resource-poor; post-conflict; countries in <u>prolonged fragile political transitions</u>.</p> <p><i>Action:</i> Undertake comprehensive reviews/ mapping of all UNDP Country Office programming documents to determine which Capacity Development activities are being supported, the resources allocated and institutions benefiting.</p> <p><i>Action:</i> Establish and regularly update a database on ongoing UNDP-supported Capacity Development interventions in the region. The database will encompass major players offering Capacity Development support in the region, so as to maximize effectiveness of UNDP Capacity Development support</p> <p><i>Action:</i> Undertake comprehensive review/mapping of all studies with the aim of devising appropriate strategies and approaches to best address the Capacity Development challenges and needs in the various categories of countries, including identification of what has worked.</p>																		
	X	X	X	X	X													

	<p><i>Action:</i> Facilitate the dissemination of the results of the studies and establish mechanisms for mutual learning</p>			x	BDP/CDG; Project staff, relevant national institutions	UNDP Regional Programme	Staff time; publication	\$20,000
	<p><i>J. Activity Result:</i> Support provided to other regional projects to strengthen their capacity development activities (2009 to 2010)</p>							
	<p><i>Action:</i> Include other staff of regional projects (especially managers) and other stakeholders in relevant training</p>	x	x	x	BDP/CDG; Project staff, relevant national institutions	UNDP Regional Programme	Staff time	\$10,000 (DSA costs already covered above)

<p>4. <i>Activity Result:</i> Support provided to UNCT to harmonise and strengthen integration of CD in UNDAFs and other joint programming instruments of the UN system</p> <p><i>Action:</i> Review CCA and UNDAFs on request to provide guidance and recommendations on how CD can better be reflected in joint programming instruments and provide training as necessary</p>	X	x	x	x	UNCT; BDP/CDG; Project staff; relevant national institutions	UNDP Regional Programme	Staff time, Missions costs	\$50,000
								\$80,000
								\$1,953,334
								\$5,236,000
<b>M&amp;E</b>								
<b>TOTAL</b>								
<b>GRAND TOTAL</b>								

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## VII. 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 SBAA's for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof.

The legal basis for this project document is the UNDP Regional Programme Document for Africa (2008-2011). ~~The administration of the project will be governed by UNDP rules and procedures as defined in the UNDP Programme and Operations Policies and Procedures within the broader policy context defined by the Executive Board.~~

This project will be directly executed by UNDP RBA/ASRO, based in Johannesburg

## VIII. ANNEXES

### ANNEX 1: Risk Log Matrix

Project title and ID (ATLAS Award ID): <i>Regional Project to Strengthen Institutional Capacities to Accelerate Pro-Poor Growth and Accountability in Sub-Saharan Africa</i>							Award ID	Date: December 2008	
No	Description	Date Identified	Type	Impact and Probability	Countermeasure/Mgmt Response	Owner	Submitted/Updated by	Last Update	Status
1.	Despite efforts, there continues to be a serious problem of overlap among the RECs (membership, mandates) and between the RECs and AU-NEPAD (most RECs pre-date the AU) and this needs to be resolved. In the absence of this, capacity building for RECs and AU would be ineffective and not sustainable	September 2008	Economic Political Social	The risk of overlapping functions, mandates and roles will minimize the impact of the project as capacity needs should be closely aligned with functions and mandates (capacity for what question).  Enter probability on scale from 1 (low) to 5 (high) P = 3  Enter impact on scale from 1 (low) to 5 (high) P = 4	The RECs targeted are covering a large number of countries and most have fairly good programmes and some enjoy the trust and support of their member states.  The fact that the need for rationalization of the RECs and the streamlining of their roles vis-vis AU-NEPAD has been recognized at the highest political level, and the fact that a Protocol clarifying the roles of AU-NEPAD and RECs was recently signed are good signs. The project will keep abreast of these developments and adjust	Senior Management	Project Preparator y team		

2.	Capacity development for support institutions at regional level have been hampered by lack of coordination, fragmentation of efforts and multiplicity of procedures and systems that are a burden on beneficiary institutions. This has in the past limited the impact of capacity building efforts.	September 2008	Operational	Uncoordinated efforts not only lead to duplication and waste but place a great burden on beneficiary institutions' systems, resources and planning and monitoring mechanisms, undermining institutional capacities they set out to build. This risk can adversely affect the level of project impact.  P = 3 I = 3	Progress is being made in developing for joint mechanisms of capacity building support to regional institutions (e.g. AU/ADB/WB/ACBF mechanism for supporting RECs' capacity building), strengthening coordination at regional level (e.g. the RCM) and increasing use of beneficiary systems in channeling assistance (e.g. use of the AU "process facility" by multiple donors). The partnership strategy of the project is directed at strengthening these developments.	Project implementation teams.	Project Preparatory team	
3.	A change in the manner in which UNDP Country Offices design and manage Capacity Development at national level may not be adopted by other development partners posing the risk that the changes sought may not be far-reaching	September 2008	Conceptual and Organizational	This risk can adversely affect the extent to which attitudes and practices are changed and hence impact of the project.  P = 3 I = 3	The project by targeting governments and seeking to change approaches and empowering them with appropriate tools will strengthen government leadership of Capacity Development, and bring other development partners on board. Moreover, national level trainings and dialogues will be inclusive of all partners.	Project implementation UNDP/RBA	Project Preparatory team	



and Capacity  
Development  
practices  
continue to be  
based on  
outdated,  
ineffective and  
unsustainable  
actions.

Annex 2: Overview of RECs targeted for assistance under this project and their short-term capacity needs<sup>19</sup>

Regional Economic Community	Member Countries	Mandate & Functions	Short-term capacity gaps
<b>CEMAC</b>	Cameroon, Congo, Gabon, CAR, Chad, Equatorial Guinea	<ul style="list-style-type: none"> <li>• Harmonious development</li> <li>• Economic and monetary union</li> <li>• Economic and social integration</li> </ul>	<ul style="list-style-type: none"> <li>• Economic analysis, and policy and project design</li> <li>• Programme implementation and management</li> <li>• Institutional and organizational capacities</li> </ul>
<b>COMESA</b>	Angola, Burundi, Comoros, DRC, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia, Zimbabwe	<ul style="list-style-type: none"> <li>• Trade liberalization and facilitation</li> <li>• Monetary integration</li> <li>• Infrastructure development</li> <li>• Information, communication technology</li> <li>• Investment promotion</li> <li>• Private sector development</li> <li>• Peace and security</li> <li>• Gender mainstreaming</li> <li>• Women in business</li> </ul>	<ul style="list-style-type: none"> <li>• Weak human and institutional capacity base</li> <li>• Gaps in effective project planning and implementation, coordination, resource mobilization and project monitoring and evaluation</li> </ul>
<b>ECOWAS</b>	Benin, Burkina Faso, Cape Verde, Cote d'Ivoire, The Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo	<ul style="list-style-type: none"> <li>• Promote cooperation and market integration</li> <li>• Regional integration</li> <li>• Peace and security</li> <li>• Infrastructure development</li> <li>• Monetary integration</li> </ul>	<ul style="list-style-type: none"> <li>• Administration and financial management and resource mobilization system</li> <li>• Strong and adequate staff analysis and strategic planning mechanism</li> <li>• Set up multidisciplinary division for regional infrastructure projects</li> <li>• Establish networks and database of experts from sub-regions; academic and research institutions in areas critical to ECOWAS</li> </ul>
<b>IGAD</b>	Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan, Uganda	<ul style="list-style-type: none"> <li>• Promote joint development</li> <li>• Gradual harmonization of macroeconomic policies</li> <li>• Harmonize trade, customs</li> <li>• Peace and security</li> <li>• Infrastructure development and natural resources management</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of professional staff and absence of a training and human development policy</li> <li>• Absence of well-staffed multidisciplinary division to act as long-term strategic planning, coordinating, monitoring and evaluation unit for IGAD secretariat</li> </ul>

<sup>19</sup> This matrix is summarized from the publication "A Survey of The Capacity Needs of Africa's Regional Economic Communities" ACBF (July 2008)