REGIONAL SERVICES CENTRE FOR AFRICA

RBA/REGIONAL PROGRAMME MID TERM REVIEW CYCLE 2014-2017

FINAL DRAFT

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Acronyms

AIMEC	:	African Inclusive Markets Excellence Centre
APRM	:	African Pair Review Mechanism
AU	:	African Union
AUC	:	African Union Commission
AWP	:	Annual Work Plan
CAR	:	Central African Republic
CD	:	Capacity Development
CEN-SAD	:	Community of Sahel-Saharan States
COF	:	Country Office
COMESA	:	Common Market for Eastern and Southern African
DRC	:	Democratic Republic of Congo
DRR	:	Disaster Risk Reduction
ECCAS	:	Economic Community of Central Africa States
ECOWAS	:	Economic Community of West African States
EU	:	European Union
H	:	High
HDI	:	Human Development Index
IGAD	:	Inter-Governmental Authority on Development
L	:	Low
M	:	Medium
MDG	:	Millennium Development Goals
NGO	:	Non-Government Organization
PBF	:	Peace Building Fund
PRODOC	:	Programme Document
QCPR	:	Quadrennial Comprehensive Policy Review
RBA	:	Regional Bureau for Africa
ROAR	:	Results Oriented Annual Report
RP	:	Regional Programme
SADC	:	South African Development Community
SDG	:	Sustainable Development Goals
UMA	:	Arab Maghreb Union
UN	:	United Nations
UNDP	:	United Nations Development Programme
UNECA	:	United Nations Economic Commission for Africa
UNWOMEN	:	United Nations for Women
USD	:	United States Dollar
WAEMU	:	West African Economic and Monetary Union

Executive Summary

1. Programme outline

i. The Regional Programme has targetted four short plan outcomes, the same as those pursued by the United Nations Development Programme (UNDP) Strategic Plan (SP): (i) "Growth and development are inclusive and sustainable, incorporating productive capacities that generate employment and livelihoods, especially for poor and excluded people" (SP outcome 1); (ii) "Citizens' expectations for voice, development, rule of law and accountability are met by stronger systems of democratic governance" (SP outcome 2); (iii) "Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including those derived from climate change" (SP outcome 3); (iv) "Lack of Development debates and actions at all levels consistent with our commitment principles favours poverty, inequality and exclusion," (SP outcome 4). Another 5th outcome was added later to allow a better consideration of gender issues.

ii. According to the programme document, the budget amounts to 106 million USD. At the mid-term evaluation stage, that is in December 2015, the overall resources available amount to 19,331,520.4 USD. This does not include the 2014 budget for the UNDP/African Union Commission (AUC) Gender project. The Economist project is not included either: its progress reports are not available. All other projects were not operational in 2014, except the Pole whose budget for 2014-2015 is included.

2. Main findings

iii. In light of the evaluation criteria, the programme has so far achieved the following outcomes.

iv. **Relevance**: The programme is overall relevant. It is well aligned on both the AU 2063 agenda and the Millennium Development Goals (MDG) and Sustainable Development Goals (SDG) priorities. It is also consistent with the UNDP Strategic Plan. The programme has also strong institutional relevance. The specific support it provides is perceived by recipients as fairly suitable to their needs. Only the logical framework is subject to relevance questioning. The way the outcomes are formulated, except outcome 4, is inadequate compared to what one single programme can achieve. Considering the first outcome, for instance, it is obvious that the regional programme cannot alone be held accountable for making "*African growth inclusive and sustainable.*" Rather than being textually copied from the UND/SP, the outcomes of the programme should have been reformulated to fit in with the expectations of a single programme working at institutional level.

v. **Effectiveness**: The programme managed to deliver key outputs, despite the lack of time and resources. The resources are less than what was planned in the Prodoc. From an initial budget of 106 million USD, only less than 20 million USD were available. Time was not enough either. As 2014 was a restructuration period, most of the projects effectively started in 2015. Taking into consideration this specific context, what was delivered stands as follow: *Institutional bodies or mechanisms* have been set up or enhanced: APRM's leadership was renewed; A Country Human Right commission was anchored to the African Human Right commission for better coordination both at regional and national levels; Member states of regional economic communities – Economic Community of Central African States (ECCAS) and West African

Economic and Monetary Union (WAEMU) are reinforced and supported in the ownership of their regional fiscal and budgetary provisions.

vi. ***Policies documents and frameworks*** have been produced in critical development areas: Private sector development strategy; Social protection policy papers; Peace-security strategy for the Great Lakes region; African negotiators to the Conference of Parties (COP21) supported in elaborating a participative paper; regional climate change and resilience strategies built at sub-regional level; regional policy document on extractives resources produced; sustainable energy policy or mechanism finalized. ***Key development issues have been investigated*** through studies, workshops and research networking: SDG, social protection, extremism and radicalization, sustainable energy, private sector, innovative funding, gender mainstreaming, etc.

vii. ***At the outcome level***, unfortunately, the programme has not been sound enough to effectively impact on the targets. Despite all the output deliveries provided and listed above, there is still room for improvement to meet the expectations as far as the outcome is concerned. The institutional development delivered by the programme to continental/regional/country organizations cannot, alone and directly, bring noticeable changes in African "growth", "peace-security", "resilience", "gender". Only the fourth outcome is formulated in a way that more or less fits in with the programme's means. What was done in terms of strategic deliveries and intellectual contributions (studies, workshops, conferences, networking) was to set in the forefront key issues such as new SDG. Some recommendations that came out of these activities have been turned into Decisions/Guidelines by AU: i.e. Decision of AU Executive Board on Social protection made in June 2015.

viii. **Efficiency/value for money**: The programme has experienced significant cuts in its operating costs, that is the overall resources consumed in delivering outputs. Except the coordinator, there is no staff specifically and exclusively dedicated to the programme. Moreover, the clusters responsible for implementing the programme activities have seen their staff significantly reduced by UNDP restructuration. Thus, the RP could have enhanced its efficiency in terms of cost-benefit analysis. But this important budget adjustment has also hampered its ability to deliver outputs: planned outputs have not been delivered, while others are delivered without being completed. Nevertheless, the programme is still being creative enough to mitigate the side effects of this budgetary context: it manages to articulate some of its thematic issues to specific marketable projects. Donors start showing interest in supporting these projects: private sector, extremism and radicalization, migration, domestication, social protection, etc. This trend, which is evidence of programme's flexibility and creativity, could help to reduce its budgetary constraints.

ix. **Sustainability**: As the programme is under direct implementation, all conditions are secured for strong deliveries, which is a key prerequisite to any sustainability. Stakeholders met at the review of the African Union Commission reported that what their organization and sub-regional bodies were getting from UNDP, while insufficient in quantity, was of high quality. This opinion is corroborated by the fact that the programme's outputs are regularly endorsed by the beneficiaries who take action on this basis. However, even if the institutional gains from the programme are rooted on valuable outputs, maintaining them in the very long term requires good ownership as well. This issue of partnership is still questionable, due to evident lack of capacities on the African organizations' side.

3. Key enabling and disabling factors

x. The major factor favorable to the programme's implementation and achievement is its good anchoring to the know-how and strong network of UNDP. The programme benefits from the fact that UNDP has been positioned for a long time on issues the programme is dealing with: governance, peace and security, poverty reduction and human development, climate change and risk management, etc. Also the programme benefits from UNDP networking potential supported by its worldwide country offices network and other international institutions networks it is participating to. The programme does capitalize on these corporate assets.

xi. There are four types of disabling factors: (i) the decrease of the programme's budget led the implementers to just let down originally planned outputs, while others are delivered without being completed; (ii) the lack of time also contributed in eroding the achievements, as 2014 was almost lost due to the restructuring of the Centre that was going on and put uncertainty over staffing and processes; (iii) weakness is also reported regarding the monitoring system, which issues progress reports of insufficient quality; (iv) on the other side, the institutional and capacity weakness of supported African bodies happens to be an additional factor for slowing down implementation processes.

4. Lessons learned

1. The Regional Programme has very high relevance in an African context where regional bodies in need of support are operating

xii. Africa is fortunate to have a major continental organization, which can furthermore be supported by sub-regional entities. These bodies are in charge of managing issues of common interest for their member states. To be efficiently handled, many matters, such as peace and security and other critical development issues, have to be considered regionally. In addition, this valuable institutional ground across the continent has very weak means and shows low capacity level. The Regional Programme has therefore a major niche to insert in, providing highly needed support to regional institutions to deal with issues prevailing at regional level.

2. The programme is also, for UNDP, a great opportunity to position or reinforce its visibility on emerging and other key issues in the continent.

xii. The work done on social protection resulted into a decision issued by the African Union Executive Board committed to giving the issue due position in the African development priorities. By doing so, AU recognizes also UNDP as a key regional actor on social protection policies. The same is happening about the key issue of extremism and radicalization, emerging priorities on which UNDP can build know-how and reputation. Through the programme, UNDP has also managed to consolidate its positioning on more classic area such as gender. With the UN Women and UN Economic Commission for Africa (UNECA) being part of the context, it was difficult for UNDP's voice to be well heard on gender issue. The AUC gender-based project, and its high level anchoring to the Cabinet of the AUC President, helped a lot in this regard.

3. **But the sudden lack of resources, without any institutional communication on such unexpected constraints, tends to weaken UNDP image in the continent.**

xiv. The programme managed to build strong and valuable relationships between UNDP and the continent at regional and sub-regional level, based on the awareness that there are critical issues that are best tackled at those levels. But the internal context of UNDP, at corporate level, could impair these advantages. UNDP restructuring impacted on the programme cuts in budget and staff, which resulted into putting on hold or slowing down some outputs African partners were expecting. The problem is not so much about UNDP internal context, but the absence of proactive communication towards the recipients. The programme should benefit from providing feedback to African partners on any adjustments or constraints experienced in the programme, to prevent speculations and frustrations.

4. **The programme demonstrates that creativity can overcome tough constraints, namely budget-related constraints**

xv. The programme really tries to overcome its financial constraints. A resource mobilization strategy is available and being implemented. It is informed by a mapping of donors and types of resources potentially available to Africa. Five round tables have been performed with donors, and followed up as well. The marketing of the programme is being renewed. The programme content is being translated into specific thematic project documents. Donors are approached with those much focused on investment frameworks, taking into account what they are interested in as thematic resources providers. Such approach begins to generate quite good results, in terms of donors funding the programme or expressing interest to do so: private sector is already funded while extremism and radicalization, migration, social protection, are on the verge.

5. Recommendations

1. *Maintain the programme as it fits in with the needs of interventions beyond the country level COFs are dealing with*

xvi. The relevance of the programme in the African context is unquestionable. There is a well-furnished landscape of regional entities that are politically strong and willing to rely to their member states the development impulse coming from African Union and more broadly from the international community. Also those bodies need institutional support to strengthen their abilities. The programme should be maintained in this niche and kept complementing what the country offices of UNDP are doing at country level. Some issues are to be addressed at local level, while others need to be inserted in a cross-border approach.

2. **Use a flexible approach in resources mobilization**

xvii. While maintaining the programme, it is needed to strengthen its flexibility and capabilities in resources mobilization. The survival is at this price. Flexibility enables the programme to regularly adjust to the context, by focusing on specific current issues in Africa which captures the interest of donors. Mobilizing external resources offers a sustainable alternative to the continued decline of UNDP core funding.

3. Re design the outcomes of the programme

xviii. Despite limited time and resources, the programme managed to deliver some of its expected outputs: enforcement of regional bodies on key abilities such peace-building, managing public finances, elaborating policy paper on development issues like climate change, risk management and resilience, etc., and contributing to international development debates from an African prospect. Unfortunately these valuable outputs have no traceable resonance on most outcomes, which are too global to fit in to a single programme's achievements. The outcomes, while inspired by UNDP Strategic Plan should be adapted to what can be done at the Regional Programme level.

4. Re design the programme portfolio and focus it on limited key areas

xix. The programme doesn't have enough time and resources to live up to its expectations. 2014 was almost lost due to on-going restructuring. When the programme started in 2015, it coincided with budget cuts. So, for the remaining 2 years, with only one third of the initial budget available, it is obvious that original targets cannot be met anymore. There is therefore strong need to adjust the programme and focus it on core issues related to the African context priorities and marketable to donors. The evaluation is proposing the following, based on the context review and the feedback coming from donors as reflected in the resource mobilization initiatives run so far: *private sector* and *social protection*; *urbanization & migration*; *extremism & radicalization*. Along with these emerging thematic areas, the following more classic topics also should be maintained: *resilience to human and natural disaster* that has access to Global Environmental Fund (GEF) resources and others to come out of COP21 resolutions; *domestication of SDG including poverty and gender* issues where the residual core resource could be concentrated.

5. Enhance the institutional communication towards the beneficiaries.

xx. The Regional Service Centre for Africa (RSCA) staff reported to the evaluation recurring complaints from the African counterparts about commitments made under the programme which are not being fulfilled and on which they do not receive any institutional explanation. The evaluation itself got directly the same feedback from interlocutors at the African Union Commission. The programme should deliver a clear message to its African partners in case of any change happening in the interventions, be it budgetary and/or strategic. This has to be done in a regular and systematic basis within a broad communication plan. The already drafted communication strategy should be bended in this direction.

Introduction

1. Goal

1. The evaluation's overall goal is to enable the programme to meet transparency and accountability requirements of UNDP senior management and stakeholders (including donors and beneficiaries), by bringing out the results achieved so far, drawing lessons learned and making relevant recommendations to step forward.

2. Scope

2. The evaluation covers the four main outcomes of the programme (plus an extra outcome), and specifically focuses on providing evidence on the extent to which they are achieved so far:

(i) "Growth and development are inclusive and sustainable, incorporating productive capacities that generate employment and livelihoods, especially for poor and excluded people" (SP outcome 1)

(ii) "Citizens' expectations for voice, development, rule of law and accountability are met by stronger systems of democratic governance" (SP outcome 2)

(iii) "Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including those derived from climate change" (SP outcome 3)

(iv) "Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles" (SP outcome 4)

(v) "Faster progress is achieved in reducing gender inequality and promoting women's empowerment" (SP Outcome 5)

3. The above outcomes are implemented through a specific set of projects stated as follows:

- "Stratégies de développement et Finances publiques", POLE Phase II
- Building the Capacity of IGAD (Intergovernmental Authority on Development) and, thereby, building Resilience in the Horn of Africa
- Setting up and Enabling an Environment for Women's Economic Empowerment & Political Participation in Africa (AU Gender)
- Promoting Inclusive Economic Transformation in Africa
- Transforming Governance in Africa
- Fostering Resilience to Shocks and Threats in Africa
- Strengthening African Commitment in Global Development Debates
- Fostering Gender Equality and Women's Effective Involvement and Contribution to Economic and Political Transformation
- Project to Support Oversight of the Regional Programme
- Economist Programme

4. Out of the ten projects above-mentioned, the first three were approved in 2013, and the rest in 2015. Except the Pole project, for all of them, effective implementation under cycle 2014-2015 started in 2015. The Economist programme is substantially documented but not at budgetary level (financial reports not transmitted).

3. Objectives

5. Per TOR, the evaluation is dedicated to assessing the progress made so far against the Regional Programme outcomes, highlighting the results achieved and lessons learned from the implementation, and formulating relevant recommendations. More specifically, its key expectations are stated below:

- Assess the progress made and the development results achieved by the regional projects and programme: assess the results achieved under each output, and assess the extent to which outputs are contributing to outcomes;
- Assess the contributions of RP results to GP results and SP outcomes;
- Clearly identify and assess the development effectiveness component delivered through support to COs;
- Identify the gaps (differences between expected results and results achieved) and the reasons for underperforming;
- Identify the key drivers for success;
- Capitalize on best practices and lessons learnt for the remaining year of implementation;
- Identify the challenges faced during the implementation phase;
- Assess the effectiveness of Partnership strategies
- Propose corrective measures and strategies to overcome these gaps

4. Evaluation criteria and questions

6. The evaluation abides by the UNDP and donors evaluation criteria: relevance, effectiveness, efficiency and sustainability. Within this framework, the evaluation questions stand as follows:

Relevance
- How has UNDP's operating environment shifted in the region since the adoption of the SP (2014-2017) and the RPD? What strategic opportunities and risks are emerging as a result? (update the RP situation analysis)
- Context analysis and understanding of how the partnership environment is evolving – how RP can benefit from use of non-UNDP sources?.

Programme Effectiveness
- What results were achieved by the regional projects and programme at output level? To what extent did they contribute to the stated outcomes?
- Are Regional Projects and Programme on track to achieve the expected results and what are the gaps left to achieve UNDP's targets in the region?
- What is the effectiveness of the component delivered through support to COs?
- What are the contributions of the Regional Programme and Projects beyond what COs have achieved?
- What are the underlying causes of underperformance and key drivers for success?
- What are the key development and advisory contributions that UNDP has made in the region

Institutional Effectiveness
- How have UNDP reforms influenced UNDP RSCA support to the region/ Countries?
- How is the resource situation evolving?
- What is the partnership environment in the region? Has UNDP partnership strategy been effective in the region to leverage resources and collaboration? And how can UNDP best position itself towards this specific environment and benefit from it?
- Are there developments with regard to UNDP's role in the UN RDT and commitment with regional bodies?
- Did the RSCA adequately invest in, and focus on, regional and national capacity development to ensure sustainability and promote efficiency

Programme efficiency
- Are UNDP approaches, resources, models, conceptual framework relevant to achieve the expected results?
- What resources have been used to achieve/produce results?

- Are financial and human resources used in an optimal way?
- How can projects and programme improve their value for money?
- Was there an effective partnership strategy to leverage resources and collaboration?

Sustainability
- What is the likelihood that the programme interventions are sustainable?
- What mechanisms have been set up by UNDP RSCA to support the regional institutions/institutional partners to sustain improvements made at the end of the programme?
- What changes should be made in the current set of programme partnerships in order to promote sustainability

Lessons learnt and recommendations
- What are the key thematic, operational and institutional lessons to be drawn?
- How well is the Regional Programme positioned vis-à-vis the SDGs?
- What are the main recommendations for 2016-2017 and beyond?

5. Methodology

7. The methodology included a literature review, interviews, data analysis and report drafting. Within this framework, triangulation has been systematically applied on tools, data sources, and analytical angles.

5.1. Data collection

Documentary review

8. Documentary review covered four sets of documents listed below, bibliographical details being enclosed in the report's annexes.

- Contextual documents: including strategic planning instruments of UNDP and African Union
- Specific programming documents under the RBA/Regional Programme: including the RP and contributing projects documents and annual works plans
- Specific progress reports related to the specific projects contributing to the RBA/Regional Programme
- UNDP/RSCA periodical and ad hoc performance reports: including 2013 and 2014 ROARs

9. The literature review helped to build a first insight on the Regional Programme, and resulted in an inception report fixing the evaluation methodology (see evaluation matrix annexes).

Interviews

10. A primary data collection was run through direct and individual interviews with the following three types of actors (for exhaustive list of interviewees, kindly see annexes):
    (i)   UNDP/RSCA management in Addis Ababa
    (ii)   RBA/Regional Programme implementers within RSCA/Addis headquarters and Dakar/Pole Phase II.
    (iii) Stakeholders/beneficiaries at AUC/Addis headquarters

11. As for the sampling of interviewees, consultations were held with the RSCA team, to determine the best profiles based on the key criteria: the persons who know and practise the

programme best. Targets present in Addis were submitted to direct interview while Skype discussions were held with the non residents.

5.2. Analytical approach

12. The programme has been looked at and analyzed at various levels, including the followings: Context, Concept, Outputs/Outcomes, and Implementation framework (including financial processes, partnerships and monitoring aspects). Findings are built in conformity with the evaluation criteria: relevance, effectiveness, efficiency and sustainability.

5.3. Achievements rating grids

13. Tracking the programme's achievements resulted into a rating grid using a qualitative scale of three levels/grades at least: High « H », Medium « M » and Low « L ». In front of each grade, relevant facts are reported.

14. The rating tables set per outcomes and outputs display the results chains. They trace the path from specific deliveries to dedicated outputs and from outputs to outcomes: i.e. how far do activities contribute to deliver planned outputs and outputs, in turn, to achieve the expected outcomes the programme is dedicated to.

5.4. Building on lessons learnt and recommendations

15. Lessons learnt relate to implementing challenges encountered and solutions built to handle them. They are drawn to bring stakeholders' attention on situations that can ease or hamper the upcoming second half of the programme cycle. The recommendations are shaped out of the critical findings of the evaluation. They are designed to enable to solve problems identified by the evaluation, or take better advantage of opportunities which the evaluation shows they were not enough valued so far.

5.5. Limitations and mitigation measures

16. Two constraints tended to hamper the evaluation process. On one hand, most of the staff handling the programme under review was quite new at the time of evaluation. Extensive review of documentation was put forward to mitigate this problem. On the other hand, time allocation was also a problem, as the evaluation was meant to deliver its first draft within a couple of weeks to feed up an upcoming board on the programme. The Consultant took upon himself the qualitative and timely delivery with respect to these deadlines.

5.6. Schedule of main mission

17. The main mission in Addis Ababa, Ethiopia, took place from 22nd November to 5th December 2015. Due to such tight timing, secondary (desk review) and primary (interviews) data collection, and also data processing-analysis and report drafting were run simultaneously. Inception report was delivered mid-way through the first week and the first draft completed at the end of the second week.

1. Programme context

1.1. Regional context

18. The context of the 2014-2017 Regional Programme is that of a continent with good progress in terms of economic growth[1], but still with deep gaps in several critical areas. Impairing the ability of Africa to boost its human development, these gaps relate to: (a) a pattern of economic growth that has left many behind, especially women and youth; (b) vulnerability to shocks (economic, social, security and natural); and (c) a need to deepen and consolidate the gains in democratic governance. It should also be added to these challenges the need to (i) turn the 'youth bulge' into development opportunities, (ii) to address the emerging security and growing urbanization issues on the continent.

19. The way to sustainable development in the region remains fraught with risk and uncertainty, with major challenges contributing to increased vulnerability and at times, reversals in development. The outlook for 2015 will certainly be tilted towards slower growth with the downward revisions by at least 2 to 3 basis points in many West-African countries due to the Ebola crisis and the worsening terms of trade in the world markets for oil and other commodities. Sub Saharan Africa continues to experience significant reversals in governance and institutional frameworks; has lingering flashpoints of insecurity and growing radicalization; is experiencing rapid environmental degradation and climate change and remains vulnerable to shocks. The challenges mentioned above are further amplified by a changing demographic landscape. Africa is seeing the largest ever growth of unplanned and unmanaged urbanization, as many young people devoid of opportunity in rural areas move into cities, thereby creating a swath of semi-governed, overcrowded and poorly sanitized slums. This rapid urbanization represents new frontiers in the development challenge for many African countries. It is in these slums that Ebola was for the first time urbanized, presenting a complex challenge and overwhelming the already fragile health systems.

20. The Ebola crisis has affected women in particular, who played the role of health workers, care givers and heads of households. This illustrates the gendered dimension of development challenges and is another major concern facing the Region. We have also seen, sadly, protracted conflicts killing and displacing thousands of women, men and children in countries such as CAR, South Sudan, Mali, Nigeria and [Eastern] DRC. Furthermore, the HIV/AIDS pandemic, which the continent is yet to recover from, together with recurrent shocks such as flooding in the southern parts of Africa, severe droughts in the Sahel and the Horn of Africa, continue to cloud the regional outlook and highlights Africa's vulnerabilities to shocks which have managed to reverse development gains for a continent that has set itself up for structural transformation and take-off.

21. The African Union Commission came out with Agenda 2063 to address these challenges. This quite long term prospective tool focuses on 7 key aspirations/priorities: (i) Inclusive growth and sustainable development; (ii) Integration, political unity, Pan Africanism ideals, continental renaissance; (iii) Good governance, democracy, respect for human rights, justice and rule of law; (iv) Peaceful and security; (v) Cultural identity, common heritage, values and ethics; (vi) People-driven development, relying on the potential of African people, especially

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[1] GDP growth in Sub Saharan Africa remained robust in 2014 with average growth rates at 5%, well above the global average of 3%.(source: RBA/RSCA, ROAR, 2014.

its women and youth, and caring for children; (vii) Strong, united, resilient and influential Africa.

22. The Africa context also displays a rich landscape of regional and sub-regional organizations, politically strong and willing to facilitate development of their member states, under the umbrella of the African Union. The eight following bodies are officially recognized by AU: the Community of Sahel-Saharan States (CEN-SAD), the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC), the Economic Community of Central African States (ECCAS), the Economic Community of West African States (ECOWAS), the Inter-Governmental Authority on Development (IGAD), the South African Development Community (SADC) and the Arab Maghreb Union (UMA). The AU Commission is willing to get them fully engaged in the 2063 Agenda, domesticating it first, and then relaying it at country level.

1.2. International and UNDP development agenda

23. The United Nations Quadrennial Comprehensive Policy Review (QCPR) organized international development strategies around five drivers: (i) Poverty eradication as the greatest global challenge, (ii) Sustainable development, (iii) Gender equality and women's empowerment, (iv) Transition from relief to development, and (v) Resilience. This offers a good ground to transition from just closed Millennium Development Goals agenda to the post 2015 agenda built upon the Sustainable Development Goals.

24. Building on these broad guidelines, the United Nations Development Programme seals its 2014-2017 Strategic Plan, articulating it on four outcomes:
   (i)   Growth and development are inclusive and sustainable, incorporating productive capacities that generate employment and livelihoods for the poor and excluded;
   (ii) Citizens' expectations for voice, development, rule of law and accountability are met by stronger systems of democratic governance;
   (iii) Countries have strengthened institutions to progressively deliver universal access to basic services
   (iv) Faster progress is achieved in reducing gender inequality and promoting women's empowerment;

25. Anchored in the Strategic Plan, UNDP's regional interventions provide support to Africa in building on opportunities to respond to key concerns: 1) bringing in real economic transformation that lifts all of Africa's citizens, 2) opening space for inclusive participation, and 3) refreshing the African social contract that is quite fragile, in line with African Union and other regional organs priorities.

2. Programme content

2.1. Strategic content

26. Building on needs coming out of the context above, the programme under review focuses on the regional dimensions of four outcomes derived from the UNDP Strategic Plan: (i) "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods, especially for the poor and excluded" (SP outcome 1); (ii) "Citizens expectations for voice, development, rule of law and accountability are met by stronger systems of democratic governance" (SP outcome 2); (iii) "Countries are able to reduce

the likelihood of conflict and lower the risk of natural disasters, including from climate change" (SP outcome 5); (iv) "Development debates and actions at all levels favour poverty, inequality and exclusion, consistent with our engagement principles" (SP outcome 7). Later on, a fifth outcome was added to better take into account the gender issue. It is precisely referred to, not as number 5, but as Outcome 4+1, to reflect its late introduction. This complementary result is: "Faster progress is achieved in reducing gender inequality and promoting women's empowerment" (SP Outcome 4)

27. Beyond these strategic contents, the programme is committed also to key guiding principles: (a) a rights-based development approach, with particular attention to regional initiatives that benefit the poor, women, youth and other excluded groups; (b) public-private partnerships and an enhanced role for civil society organizations in regional dialogue and processes; and (c) a sustainable human development approach and emphasis on capacity development.

2.2.   Implementation settlements

28. Covering the 4-year period 2014-2017, the programme is put under a direct implementation modality. It has an advisory board providing strategic direction and guidance for effective programme implementation. The committee also reinforces the oversight and accountability responsibilities of the Regional Director for the Regional Bureau for Africa by ensuring that initiatives are responsive to development priorities and emerging challenges. The board is chaired by the Director of the Bureau, with the assistance of the Deputy Regional Director, and has eight other representatives, from the African Union, the regional economic communities, the United Nations bodies, the private sector and civil society organizations.

29. Within the direct implementation modality, the Regional Service Centre has the primary responsibility for day-to-day programme management. To ensure sustainability, specific projects are anchored in relevant continental regional institutions, but with prior agreement to a single entry point; (b) situated in a country office, especially for multi-country initiatives; and (c) located within the Regional Bureau for Africa, especially for thematic-related issues such as knowledge management and learning initiatives associated with the production and launch of Africa human development reports, and regional MDG Acceleration Framework-related work.

30. Regular monitoring over the programme is secured through progress reports. A mid-term review is also enclosed in the M&E Plan to determine if implementation is on track and complies with the targets. Together with evaluations of all four programme outcomes, a final programme evaluation is also anticipated and will focus on relevance, effectiveness, efficiency, sustainability and impact. Where data are available, the monitoring system uses African databases to identify and monitor output indicators, baselines and targets, and, where there are gaps, supports supplementary data generation systems, using national human development reports and Millennium Development Goals reports as the entry points. Whenever applicable, data are meant to be gender-disaggregated. The UNDP policy bureau is responsible for quality assurance at the outcome and project levels. Advice on South-South and triangular cooperation matters is sought from the United Nations Office for South-South Cooperation.

2.3.   Budget provisions

31. The core resources for the implementation of the regional programme are expected to amount to $105.243 million over the 2014-2017 period. A carryover of $40.943 million from the previous cycle brings the global intended provision to a total of $146.186 million. 10% of

resources are dedicated to programme development, monitoring, evaluation and communication on results, with half of the amount reserved for monitoring and evaluation. Specific provision is also to be made to cover innovative initiatives and tools, including knowledge and innovation fairs and pilot projects to respond to emerging regional needs. But this budgetary planning was made under the assumption that UNDP corporate manages to collect certain levels of voluntary contributions between 2014 and 2017, leaving it possible that the resources of the programme be lower than initially planned.

2.4.Major modifications during implementation

32. No strategic changes are reported during the implementation. But there were practical adjustments imposed by the budget cuts. To save the programme, the staff is repackaging it into specific interventions targeting emerging issues and therefore marketable to the donors. So far, the programme framework is kept as it was originally conceived, while it is clear that time and funding are no more sufficient to reach the initial targets.

3. Performance Assessment

3.1. Relevance

33. Reviewing the relevance of the programme basically brings in the question of its alignment with what is supposed to be its strategic reference: i.e. the regional development needs and the UNDP development cooperation drivers. Out of these two legitimizing backgrounds the programme should stick on, the regional development needs is the leading one.

34. The African 2063 Agenda, which is the outcome of extensive consultations, technical studies and lessons learned from previous agendas, sets key development priorities the continent should focus on:
1. Inclusive growth and sustainable development
2. Integration, political unity
3. Good governance, democracy, respect for human rights, justice and rule of law
4. Peace and security
5. Cultural identity, common heritage, values and ethics
6. People-driven development, relying on the potential of African people, especially its women and youth, and caring for children
7. Strong, united, resilient and influential Africa.

35. Considering them one after the other, the five outcomes of the programme show strong potential support to the above AU strategic priorities. Outcome 1 on inclusive growth anchors in priority 1. Outcome 2 on democratic governance and rule of law matches with priority 3 also displaying dedication to "good governance… and rule of law". Outcome 3 on conflict and natural disasters straddles priority 4 dealing with "peace and security", and priority 1 also raising the issue of "sustainable development". Outcome 4 about poverty and exclusion prioritizing can be put under the umbrella "inclusive growth" covered by priority 1. Finally outcome 4+1 laying particular emphasis on gender inclusion and women empowerment abides by priority 6 stressing the need to build on "women potential", amongst other issues. So overall, the strategic content of the programme fits quite well with strategic development needs as African Union displayed them in the long term vision for the continent.

36. But the programme is not only a development programme. It also has the specificity of being a *regional* programme and acting especially at this level. Is this profile relevant to the African context? Here also, the answer is clearly yes. As already pointed out in the context section, Africa has a rich landscape of regional and sub-regional organizations backed up by the AU and willing to accompany the integration and development of their member states and populations. In this respect, all of them, like the AU mother organization, do need the support provided by the RBA regional programme, because they all, more or less, suffer from insufficient capacities.

37. When it comes to UNDP strategic development guidelines, the alignment of the programme is quite obvious. All outcomes are derived from UNDP strategic plan, cycle 2014-2017. Moreover, keeping exactly the same outcomes from a global corporate strategic plan to one specific programme, be it regional, puts the RBA programme in a difficult position analyzed below under the review of logical relevance.

38. Relevance of programme should also be considered from a dynamic prospect. As the context is always moving, does the programme show ability to adjust, follow and stick on the reality?

Several evidence probes that the programme is handling pretty well such a challenge of flexibility. As the core resources initially meant to support the projects decrease from quarter to quarter, staff has managed to raise external fresh resource upon specific new projects dedicated to emerging issues in the context. Within this innovating approach, initiatives are on the verge of addressing social security, extremism and radicalization and migration. All these themes are emerging and already represent critical issues in the new African context. Initiatives to support private sector are already active.

39. The last angle of relevance analysis over the programme relates to its logical framework. The question here is: how far do the allocated resources fit in with the dedicated strategies and to what extent do they match with the outcomes chain? There is a problem with the outcomes: they are literally copied from the UNDP strategic Plan. Outcome 1, for instance, is worded "*Growth and development are inclusive and sustainable, incorporating productive capacities that generate employment and livelihoods, especially for the poor and excluded*". At strategic and institutional level, the regional programme is operating, with the moderate amount of resources it is mobilizing as a single intervention, it just cannot be held accountable for such a global and operational result. To make growth happen and be inclusive and sustainable, institutional and strategic support is a good input but not enough; many other types of inputs are also needed. All the other outcomes, except number 4, are set in the same and inappropriate way, making it very difficult to measure them against the efforts and achievements of a programme providing institutional strategic support to regional, sub regional and national bodies. An ultimate sign of this inappropriateness of the outcomes is that none of them is referred to a measurable target and known baseline.

40. Outcome number 4 is worded "Development debates and actions at all levels poverty, inequality and exclusion are ranked as priorities and are consistent with our engagement principles". This is an institutional and strategic result that fits in well enough with the kind of intervention the programme is carrying out. If the baseline was known, it would have been possible to even quantitatively rate what the programme did so far in this respect. But still, there is inappropriate wording in the outcome which is in fact a sort of mixture of outcome and output contents. "Development and actions" are pure outputs on the way to something else; while facing "poverty, inequality and exclusion prioritized" can be regarded as an outcome.

41. Overall, the Regional Programme is widely relevant in terms of alignment to its legitimate background: it is understood as the African context and its specific needs as well as the international and UNDP guiding cooperation priorities. Relevance is also strong in terms of the programme capacity to be imaginative and flexible enough to meet emerging issues in this context. But poor relevance is noted in the logical framework, due to outcomes textually copied from the global UNDP Strategic Plan. Generally speaking, these corporate outcomes go beyond the capabilities of one single programme and just cannot measure what it is doing at institutional level.

3.2. Effectiveness
3.2.1. Deliveries against Outcome 1

Table 1: Deliveries against Outcome.1.

Outcome Level				Output Level				
Outcome1.1.	Rating			Output expectations	Programme deliveries	Rating		
	H	M	L			H	M	L
Growth and development are inclusive and sustainable, incorporating productive capacities that generate employment and livelihoods, especially for the poor and excluded" (SP outcome)			▮	Regional and sub regional systems and institutions enabled to support countries to achieve structural transformation of productive capacities that are sustainable and jobs- and livelihoods-intensive *(SP output 1.1)*	▪ AUC Private Sector (PS) Development Strategy finalized ▪ Implementation foreseen starting with 3 piloting countries: Lesotho, Senegal, Uganda ▪ Social protection in Africa brought forward through a dedicated seminar : recommendation of the event inserted in AU further Decisions; ▪ An AUC, UNDP, Rio+ Centre and the Lula Institute joint regional project on social protection in African is being initiated		▮	
				Solutions developed at regional and national levels for sustainable management of natural resources, ecosystem services, chemicals and waste *(SP output 1.3)*	▪ Formal deals AUC/UNECA/AFDB to implement the AMV; ten countries put in the tunnel: Angola, Ethiopia, Ghana, Guinea Bissau, Kenya, Mozambique, Namibia, Uganda and Zambia ▪ Critical knowledge products produced and widely disseminated		▮	
				Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access, especially off-grid sources of renewable energy *(SP output 1.5)*	▪ Under SE4ALL, country action plans process advanced in Angola, Cameroon, DRC, Zambia, Malawi and Swaziland ▪ 2 RECs Energy paper completed: ECOWAS & ECCAS ▪ 9 countries engaged in a joint capitalization process on UNDP concept of MFP experience in the region over a decade: Burkina Faso, Mauritania, Benin, Mali, Senegal, Niger, Chad, Guinea and Togo		▮	

Nota: "H" High; "M" for Medium; "L" for Low

Output level review

42. The programme is contributing to strengthening Africa's structural economic transformation (promotion of inclusive business and markets for integration in global and

regional value chains) through three interconnected components: energy, private sector, natural resources management.

43. **(a) Energy:** UNDP, through the Africa Regional Sustainable Energy for All Hub (SE4ALL Hub), has provided support to RECs. This included advancing the SE4ALL Country Action process, which resulted in six additional countries being supported - Angola, Cameroon, DRC, Zambia, Malawi and Swaziland -, and embarking the development of National Action Agenda and Investment Prospectuses. UNDP support has also helped two RECs complete Energy Policy papers linked to SE4ALL, namely the "ECOWAS Bioenergy Policy" and the "Economic Community of Central African States (ECCAS) Energy White Paper" endorsed by Central Africa Heads of States. Furthermore, nine countries, including Burkina Faso, Mauritania, Benin, Mali, Senegal, Niger, Chad, Guinea and Togo, have carried out a stock-taking exercise on technology and innovations focusing on UNDP Multifunctional Platforms (MFP) experience over a decade in Sub-Saharan Africa. An Online Monitoring and Evaluation information and technology (IT) Tool for MFP Initiatives has been designed and is being piloted in lead MFP Countries (Mali, Burkina, Senegal and Guinea), including a regional observatory of MFP projects' results, a database and an online shop.

44. **(b) Private sector:** Support was provided to the AUC to finalize its Private Sector (PS) Development Strategy in English and French. The AUC will use the strategy to support member states in developing their indigenous private sectors. Lesotho, Senegal and Uganda were selected as pilot countries to develop inclusive businesses through support to ecosystem building initiatives in mobile banking, solar energy and tourism, respectively. The draft of African Impact Investment study was shared with the experts and stakeholders in the sector for review and comments. A side-event on the topic was organized, in partnership with AUC and the Swiss Development Cooperation (SDC), at the International Conference on Financing for Development.

45. **(c) National Resource Management**: UNDP Country Offices and their respective Government counterparts in 10 countries (Angola, Ethiopia, Ghana, Guinea Bissau, Kenya, Mozambique, Namibia, Uganda and Zambia) were committed to implementing the African Mining Vision (AMV) at country level. Formal partnership agreements have been reached with the AUC, the United Nation Economic Commission for Africa (UNECA) and the African Development Bank (AFDB) to implement the AMV. Critical knowledge products have been produced and widely disseminated to internal and external audiences.

46. **(d) Social protection**: In April 2015, UNDP Africa, in collaboration with Rio+ and the African Union organized the International Seminar for Social Protection in Africa and mobilized 12 African countries which took part in it. The event drew high level contribution from Brazil, the African Union, academics, and other UN agencies, and helped to broaden the concept of social protection in Africa, facilitate the exchange of experiences between Brazil and Africa, and agree on a set of recommendations aimed at strengthening social protection in the region. These recommendations informed AU processes and decisions (most recently the AU Executive Council Decision, Johannesburg, June 2015). The Seminar helped to consolidate the resolve of UNDP Africa, Rio+ Centre, the AUC, and the Lula Institute to initiate a regional project to build the capacity of African governments to deliver systemic social protection to all those who need it.

Outcome level Analysis

47. Against Outcome 1, the programme is committed to contributing to: "Growth and development are inclusive and sustainable, incorporating productive capacities that generate employment and livelihoods, especially for the poor and excluded". Evidence of such contribution is to be tracked through the following specific indicators.

> (i) Coverage of new livelihood and employment generation policies and programmes disaggregated by sector, sub-sector, gender, age and excluded groups, and by wage category where available in RECs/countries
>
> (ii) Annual value of the contribution of Africa to global trade and investment
>
> (iii) Coverage of policy and institutional reforms that increase access to social protection schemes, targeting the poor and other at-risk populations in Africa
>
> (iv) Number of resource-rich countries with public access to information on contracting and revenues related to extractive industries and use of natural resources, in line with the Africa Mining Vision
>
> (v) Coverage of cost-efficient and sustainable energy use in Africa, disaggregated by energy source, rural/urban and sex

48. With regard to indicator 1, all four key achievements of the programme focus, so far, on policies enabling: in energy, social protection, natural resources management and private sector promotion. However, the programme actions have just started in all these areas, and have not yet resulted into making any significant change regarding growth and development in the region. In addition, the programme actions may not have given enough attention to specifics laid down in the indicator such as gender, age and exclusion. With regard to indicator 2, while there are no data to measure the impact of what the programme has done so far, it's obvious that it's too early for the RP to really impact on the African share in world trade. This indicator is too global and really exceeds the programme capacity. Indicators 3, 4, 5 (social protection, extractive resources and sustainable energy) as well, are directly targeted in what the programme has done so far. But still, the support provided by the programme in this regard is at such an early stage that the expected push in the substance of the outcome is invariably poor. Overall, the programme displays a good focus on the specific targets leading to achievement of outcome 1, apart from a poor consideration of cross-cutting issues such as gender, age and exclusion aspects. But it is still at a very early stage of its agenda and hasn't generated significant outcome shift yet.

3.2.2. Deliveries against Outcome 2

Table 2: Deliveries against Outcome.2.

Outcome Level				Output Level				
Outcome.2.	Rating			Output expectations	Programme deliveries	Rating		
	H	M	L			H	M	L
"Citizens expectations for voice, development, the compliance with law and accountability are met by stronger systems of democratic governance" (SP outcome 2)			▮	Regional parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions *(SP output 2.1)*	▪ The process has started with competition of the feasibility Study to develop an NHRI forum at the margins of the ACHPR and domestication of the AU Luanda Guidelines on pre-trial detention domesticated in partnership with ACHPR in 8 countries		▮	▮
				Frameworks and dialogue processes engaged for effective, transparent engagement with civil society in national development *(SP output 2.4)*	▪ One regional workshop on policy development conducted for political parties in the Southern Africa region, together with the National Democratic institute		▮	▮
				Legal reform enabled to fight discrimination and address emerging issues (such as environmental and electoral justice and anti-corruption measures across sectors and stakeholders) *(SP output 2.6)*	▪ Development of Communication and Knowledge management Strategy under way.			▮
				Measures in place to increase women's participation in decision-making *(SP output 4.4)*	▪ Output not touched: a study on women in the judiciary envisaged but not ran due to budget constraints			▮

Nota: "H" High; "M" for Medium; "L" for Low

Output level review

49. Against Outcome 2, the programme focuses on consolidating human rights and economic governance space in Africa and, where possible, mobilizes South-South and triangular cooperation. Specific achievements are as follows, per output, while others could not happen due to the fact that budget cuts have been operated and related activities put on hold.

Output 2.1: Increased Space for Public Participation in Governance

50. **Establishing of a framework for more capacity building and effective performance of national human rights institutions:** Further to the conduction of a study on the state of human rights institutions in Africa, with regard to AU Luanda Guidelines on Pre-Trail Detention, the programme supported the domestication of these provisions. In partnership with the African Commission on Human and Peoples' Rights (ACHPR), the Open Society Foundation, the African Police Civilian Oversight Forum, and local NGOs, the ongoing process reached already Ivory Coast, Malawi, Tanzania, Zimbabwe, Tunisia (by UNDP); and Sierra Leone, Uganda and South Africa (by The Open Society). Thanks to UNDP technical and financial support, a

National Human Rights Institution Forum is being settled under the umbrella of the ACHPR, to increase National Human Rights Institutions (NHRIs) and ACHPR coordinated commitment.

Output 2.2: State and societal interactions and legitimacy deepened

51. Under the African Peer Review Mechanism, the Djibouti country review has been conducted. Also, institutional support was provided to the continental Secretariat of the Mechanism, which previous leadership experienced poor management and caused the withdrawal of most of bilateral partners. The programme contributed to the renewal of the APRM management, which was a critical prerequisite to bring the donors back. As far as urban governance is concerned, there is no result to report. Activities have just started, with the recruitment of a consultant to undertake a sector diagnosis.

Output 2.3: Strengthened Economic Governance

52. **Anti-corruption and pro transparency initiatives at regional and national level**: Five countries are being involved and potentially impacted: In **Senegal** a new anticorruption programme is being developed along with an action plan focusing on prevention, enforcement of coordination capacities in oversight institutions. In **Uganda** technical provisions to monitor the use of resource in education sector are made available and 40 community budget monitors are trained. In **Liberia,** a Public Expenditure Tracking Survey (PETS) has been carried out to assess the risk of corruption in 10 public high schools. In **Guinea**, investigation skills provided to 29 journalists resulted in the release of 27 written, audio and video materials on corruption in the health sector. **Swaziland** government adopted a public service charter, while in **Ethiopia**, major corruption risks in rural and urban supply infrastructure are identified through a study supported by the programme.

53. ECCAS civil society organisations have been trained on how to get involved in the implementation of the CEMAC Guidelines on budget transparency. Technicians within West African Economic and Monetary Union (WAEMU) Parliament have been trained on tax and budget transparency issues (supported by Development Strategies and Public Finance Pole II). A regional workshop, within the Illicit Financial Flows (IFF)/3 event, also targeted tax effectiveness and fiscal policies for domestic resource mobilization for the WAEMU region. Further to the elaboration of a Practitioner's Guide for Corruption Risk Mitigation in Extractive Industries, a consultative workshop held in Addis Abeba was attended by 27 practitioners from across the region. Financial governance enforcement, through domestication of IFF policy recommendations, is delayed due to lack of resources. In this regard, the United States Department has been approached.

54. Achievements against the outcome suffer from the resources shortcomings; they led to suspending, or at least delaying, the programme actions on the following issues:

(i) Understanding the governance dimension of economic transformation to underpin the new transformation agenda in Africa.
(ii) Developing new standards of performance for the public sector through the conduct of studies on the state of the public sector in Africa, including recommendations for enhanced performance.
(iii) Developing standards and regional frameworks for the management of electoral management bodies, and knowledge products on electoral observation and

adjudication, Election Day guide, aide memoire for electoral observation mission leaders, etc.
  (iv) Developing parliamentary standards for the governance of natural resources
  (v)   Enhancing the role of women in the judiciary through a study on women in the judiciary

Outcome level analysis

55. Against Outcome 2, the Regional Programme is committed to contributing to: "Citizens' expectations for voice, development, rule of law and accountability are met by stronger systems of democratic governance". The indicators designed to follow up such contribution are as follow:
  (i)   Proportion of African parliaments, constitution-making bodies and electoral institutions that meet AU/RECs minimum benchmarks to effectively perform core functions
  (ii) Level of new civil society commitments in critical development and crisis-related issues, disaggregated by sex, age and excluded groups
  (iii) Access to justice services to fight discrimination, disaggregated by sex, age and disadvantaged groups (such as people living with or affected by HIV)
  (iv) Proportion of decision-making positions (executive, legislative and judicial) occupied by African women

56. The programme aims at responding to indicator 1 through the domestication of the African Union treaties and other continental legal instruments. This component has just started with an electronic mapping of all legal substance the Organization has in its drawers and that needs to be incorporated in national legislations. Some preliminary meetings with partners expected to support the process have also been held with UNDP and AUC. Nevertheless, the process of domestication hasn't really started yet, except for the AU Luanda Guidelines on Pre-Trail Detention. Initiatives towards electoral bodies, also enclosed in the targets, have been postponed due to programme budget cuts. Therefore indicator 1 isn't evolving so far under any action of the programme.

57. With regard to indicator 2, the programme mainly targets civil society involvement in development and crisis resolution processes across the continent through support to APRM and direct training to NGOs members. The support to peer mechanism is run at top strategic level in terms of accompanying the renewal of the management of the Secretariat mechanism. This kind of action cannot have immediate impact at ground level. As for the civil society (including political parties), they have benefitted from capacity building trainings, and this may have resulted into more and better ground involvement for these respective organizations. But trainings are carried out so far at a limited scale, which also limits the operational impact of the support.

58. Concerning the 3rd indicator related to human rights, the programme first touched the AU Luanda Guidelines on Pre-Trail Detention. It supported a study reviewing the status of these legal provisions across the continent, and then launched a process to support their integration in countries' legal corpuses. The document is domesticated in 8 countries so far. Also the programme supported a feasibility study for a forum overseeing the National Human Rights Institutions to be attached to the African Commission for Human and People Rights (ACHPR). Although these are promising steps in terms of human rights, they are developed at a very strategic level which cannot deliver immediate impact at the ground level targeted in the
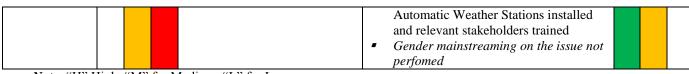
indicator. Anti-corruption initiatives are being run by the programme in six pilot countries but do not directly contribute to the indicator. A study on women in the judiciary sector could have been integrated but was postponed for lack of resources. The fourth and last indicator was not targeted by the actions taken against the dedicated outputs of Outcome 2. In this respect, there isn't, so far, any activity leading towards the increase of the number of women in decision making positions.

59. Overall, in terms of impact against the substance in outcome 1, the question is: do governance systems get stronger and meet citizens' expectations with regard to rule of law, accountability and human development in general, due to the programme action? And the answer cannot be yes, not because the programme isn't performing at all, but because an intervention like the Regional Programme is meant to act at strategic level, while the outcome requirements mainly stand at ground and operational level.

3.2.3. Deliveries against Outcome 3

Table 3: Deliveries against Outcome.3.

Outcome Level				Output Level				
Outcome.3.	Rating			Output expectations	Programme deliveries	Rating		
	H	M	L			H	M	L
"Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change" (SP outcome 5)		M	L	Policy frameworks and institutional mechanisms empowered at regional level for the peaceful management of emerging and recurring conflicts and tensions *(SP output 5.5)*	▪ The Strategy for the Great Lakes Region was endorsed by Resident Coordinators, the Regional UNDG and the Great Lakes Forum. This will lead to improved coordination towards regional peace. ▪ Regional programme on radicalization drafted ▪ Regional analysis of drivers of radicalization initiated		M	
				Preparedness systems in place to effectively address the consequences of, and response to, natural hazards (geo-physical and climate related) and man-made crisis within AUC/RECs *(SP output 5.4)*	▪ A knowledge Gateway and Regional Network of DRR experts has been established for sharing knowledge to strengthened disaster preparedness and risk management. ▪ Awareness on the need for multi-hazard planning has been raised among DRR practitioners		M	
				Gender responsive disaster and climate risk management is integrated in the development planning and budgetary frameworks of key sectors (e.g., water, agriculture, health and education) of the Africa Union and RECs (SP output 5.3)	▪ A position paper towards COP 21 has been produced and made available to the African Group of Negotiators ▪ Contribution to the framing of the Sendai Framework ▪ *Resilience frameworks (AGIR Facility) supported* in Senegal ▪ *Mali – Sahel Coordination Platform* supported ▪ *Disaster Risk Reduction (DRR)Investment Study undertaken* ▪ *Workshop held (Maputo) on DRR Mainstreaming into Development* (UNDP/UNISDR co-sponsoring) ▪ *Within the Africa Climate Adaptation for Security Initiative:* Over 200	H	M	

| | | | | | Automatic Weather Stations installed and relevant stakeholders trained
 ▪ *Gender mainstreaming on the issue not perfomed* | | | |

Nota: "H" High; "M" for Medium; "L" for Low

Output level review

Output 3.1. Policy frameworks and institutional mechanisms enabled at regional level for the peaceful management of emerging and recurring conflicts and tensions
(SP output 5.5)

60. **Building peace and security capacities**: The Strategy for the Great Lakes Region is available and endorsed by Resident Coordinators, the Regional UNDG, and the Great Lakes Forum. It addresses the implementation of the Peace, Security and Cooperation Framework in the region, especially in the Democratic Republic of Congo (DRC). Its focus areas are: (i) Sustainable Natural Resources, (ii) Economic Integration, (iii) Mobility, (iv) Youth and Adolescents, (v) Gender and Sexual and Gender Based Violence (SGBV), and (vi) Justice and Conflict Prevention. UNDP is leading the work on the sixth pillar, along with the Office for the High Commissioner for Human Rights (OHCHR).

61. **Building knowledge on extremism and radicalization**: the phenomenon is being scrutinized in the Sahara region, through a research still underway. A journey mapping, attended by key countries such as Nigeria, Kenya, Somalia and Mali, has also been held. These learning processes will help to identify the trigger-points, and push/pull factors and pathways that lead individuals to violent extremism. They will support a regional dedicated programme. Two meetings held in Kenya and Ethiopia addressed the issue and contributed to designing this programme. Its project document is now advanced. It will cover rule of law, socio-economic areas (such as community resilience), technology and media, disengagement and gender. It will be implemented in 9 countries: Somalia, Kenya, Mali, Sudan Mauritania, Uganda, Tanzania, Cameroon, and Nigeria. In addition, it is envisaged to support African universities and think tanks by introducing the issue in their curricula. This overall agenda is also being a great opportunity for UNDP to strongly position itself among the leading thinker institutions in this critical emerging issue.

Output 3.2. Preparedness systems in place to effectively address the consequences of and response to natural hazards (geo-physical and climate related) and man-made crisis within AUC/RECs
(SP output 5.4)

62. *Regional Climate Information Sharing mechanisms is strengthened*: 11 Country Action Plans on improving climate products and services through partnerships with private sector, such as Development Banks, Mobile Companies and Insurance providers, have been developed as a follow-up to the regional workshop on "Climate Information for Resilient Development for Africa (CIRDA): strengthening Climate Information and Early Warning Systems".

63. *Recovery Frameworks being Strengthened:* New UNDP, World Bank and EU guidelines on Post Disaster Needs Assessment (PDNA) have been developed with inputs from the RSCA Climate Change (CC) and Disaster Risk Reduction (DRR) cluster. The implementation of the new guidelines has been facilitated for French-speaking countries. Plans have also been put in place to conduct a similar orientation exercise for English-speaking countries. A concept note,

which was developed to improve the sharing of climate information in ECCAS, ECOWAS and SADC, has been used to develop a programme to strengthen recovery frameworks for the three RECs.

64. *Knowledge platform for DRR in West and Central Africa:* Further to a study on the gap of DRR information and knowledge-sharing mechanisms in West and Central Africa, a regional network of DRR experts was set-up and is now operating towards improved knowledge sharing through various means which include LinkedIn, a shared calendar, a Google+ page, Google hangouts, and Twitter.

65. *Advocating for multi-hazard early warning and multi-risk assessment to strengthen preparedness in West Africa (GECEAO):* The Regional Committees on Disaster Management in West Africa are sensitized and made aware of the necessity to invest in multi-hazard, early warning, and multi-risk analyses, to be able to address natural and man-made disasters.

66. Incidentally, two staff members from the CC and DRR team have benefitted from a capacity building training in PDNA. One staff member has also participated in Ebola Development Solution Team (DST) in Liberia and gained experience on the fundamentals of developing disaster recovery plans. Other staff members at the RSCA have also participated in various Ebola Recovery conferences and initiatives, and gained valuable experience. This will be critical when the management of the Ebola DST will be transferred from New York to the RSCA.

Output 3.3. Gender responsive disaster and climate risk management is integrated in the development planning and budgetary frameworks of key sectors (e.g., water, agriculture, health and education) of the Africa Union and RECs (SP output 5.3)

67. **Climate change adaption/mitigation and disaster risk reduction mainstreamed into regional development plans:** A position paper on discussion themes for COP 21 has been produced and made available to the African Group of Negotiators (AGN). It helped the AGN to effectively contribute to the negotiation sessions at the COP 21 scheduled for December 2015 in Paris. This paper has been also used to inform the AUC position paper. A Sahel Coordination Platform has been established. It now coordinates regional Sahel strategies on disasters and crisis management.

68. *Global and Regional DRR Frameworks:* The RSCA contributed to the framing of the Sendai Framework through various preparatory meetings for the African delegates. The agreed Sendai framework will be used as a basis for UNDP support to regional bodies to review their DRR strategies and action plans and design new regional policies and frameworks.

69. *Support to Resilience frameworks (AGIR Facility):* In Senegal, four thematic groups on social protection, nutrition, food security, and governance are established and trained on the AGIR criteria to review the existing resilience policies, programs and frameworks in the region.

70. *Mali – Sahel Coordination Platform:* The Sahel coordination platform was supported in establishing four thematic working groups (including security, governance, and resilience) to complete a mapping of sector initiatives and strengthen coordination.

71. *DRR Investment Study:* Against the background of the preparation of the global framework to fund sustainable development, the AU and UNDP jointly agreed to conduct a study on

Disaster Risk Reduction Investment in Africa. UNDP also developed a methodology to conduct a survey in 8 countries on how to integrate DRR into investment decisions. The methodology was tested in Rwanda through a thorough review of the planning and budgeting process at national and local levels; this initiative will be extended to the other 7 pilot countries.

72. *DRR Mainstreaming into Development*: UNDP and The United Nations Office for Disaster Risk Reduction (UNISDR) co-organized a training workshop in Maputo on Mainstreaming Adaptation and Disaster Reduction in Development (MADRID). The training was attended by Mozambique, Malawi, South Africa, Zimbabwe and Kenya. MADRID is a multi-year initiative initiated to increase high-level political commitment for integrating disaster risk reduction and climate change adaptation into overall economic and social planning processes.

73. *Regional climate change initiatives:* UNDP has been providing support to the development of Intended Nationally Determined Contributions (INDCs) and hosted a regional workshop on INDCs in Addis Ababa in 2015. The INDC development process was a critical milestone for African countries to contribute to the COP21 Paris Agreement. UNDP has also supported a regional training for French-speaking countries held in Rabat, Morocco, in August 2015.

74. *Africa Climate Adaptation for Security Initiative:* Over 200 Automatic Weather Stations are installed and relevant stakeholders (consisting of agronomists, hydrologists, MET staff, agricultural extension workers and community radio staff) are trained in interpretation and use of weather and climate information, and innovative development and dissemination of enhanced climate products and services. With these improvements in weather observation stations, more effective forecasting and disaster preparedness will take place. In similar vein, strategic partnerships are forged with international centres for excellence, such as the Millennium Institute and International Research Institute for Climate and Society. Over 48 participatory local climate adaption plans (LAPs) are completed. Countries launched advocacy campaigns, through print and electronic media, and established district climate information centres for effective dissemination of early warning information and forecasts.

75. Six case studies on climate adaptation measures from Malawi, Mozambique, Tanzania, Morocco, Burkina Faso and Niger on topical issues (such as weather index insurance, mainstreaming climate adaptation in local development plans, development of a national climate change investment plans, and monitoring and evaluation strategies, protection of oases and National Adaptation Plan development process experiences) are documented. The lessons from the cases studies have been shared at a regional exchange workshop attended by 16 English-speaking and French-speaking African countries. These countries are now using the information and experiences shared to develop and enhance their own climate resilience programme.

Outcome level analysis

76. Against Outcome 3, the programme is committed to achieving the following: "Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change". To fulfill this commitment, it has to specifically perform on four indicators as mentioned below:
   (i) Percentage of post-disaster and post-conflict RECs, regional bodies and countries having operational strategies to address the causes or triggers of crises
   (ii) Percentage of RECs/countries with disaster and climate risk management plans fully funded through national and sector budgets

(iii) Economic loss from conflicts as a proportion of GDP (especially within the countries of the Great Lakes, the Sahel and the Horn of Africa)

(iv) Proportion of decision-making positions in peace-building processes that are occupied by women

77. The programme is delivering key inputs towards indicators 1 and 3, which do have tie links. It supported The Grand Lakes Region to be equipped with a peace and security strategy, endorsed both by UN entities in the region and the region's Forum body (indicator 1). Moreover, the programme was dedicated to the first indicator strategic actions meant for handling extremism and radicalization, through building knowledge on the issue and designing a specific project to tackle it. The two interventions should result in lowering the economic loss due to conflicts in the continent (indicator 2). Nonetheless, their overall operational impact is little and far between(minimal), as only one post conflict regional entity is provided with a peace-security strategy, and there is nothing done at country level in this regard, except for DRC where the Great Lake Strategy is expected to operate. The intervention on extremism and radicalization will cover up to 9 countries but is not properly a peace and security strategy, and is not operational yet. Indicator 4 on top positioning women in peace-building processes has not been addressed at all.

78. Indicator 2 brings in the issue of equipping RECs and countries with disaster and climate risk management plans fully funded. The programme appears to be doing quite a lot on this: 11 Country Action Plans on improving climate products and services through partnerships with private sector, available and their follow-up delivered during the regional workshop on "Climate Information for Resilient Development for Africa (CIRDA): strengthening Climate Information and Early Warning Systems"; contribution to New UNDP, World Bank and EU guidelines on Post Disaster Needs Assessment (PDNA) and facilitation of their implementation in French-speaking region; contribution to the framing of the Sendai Framework; within the Africa Climate Adaptation for Security Initiative, installation of over 200 Automatic Weather Stations and training of managing bodies; support to African negotiators in building a common position towards Paris World Conference on climate change; documenting six country case studies on climate adaptation measures. While a lot is being done around climate change and risk and disaster, the programme has not actually equipped any specific REC or even countries with one complete and "fully funded disaster and climate risk management plan" as requested in indicator 2.

79. Overall, what is now the actual status of the outcome in the light of the programme action in this regard? Valuable contributions are being delivered and the beneficiary countries may have built their ability to "reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change". The weakness of the programme's performance on the issue rather relates to a small number of countries touched so far.

3.2.4. Deliveries against Outcome 4

Table 4: Deliveries against Outcome.4.

Outcome Level				Output Level				
Output .4.	Rating			Output expectations	Programme deliveries	Rating		
	H	M	L			H	M	L
Development debates and actions at all levels poverty, inequality and exclusion are ranked as priorities and are consistent with our engagement principles" (SP outcome 7)	■	■		Regional, sub regional and national development plans to address poverty, inequality and exclusion are synergized, sustainable and risk resilient (including risks from social, economic, political and ecological shocks) *(RBA output)*	▪ Participation of African Member States in Post 2015 High Level which contributed to the selection of 5 SDG African Group Negotiators ▪ Technical input into draft SDG indicators which are under elaboration ▪ Selection of 10 pilot countries for SDG domestication and implementation in collaboration with NEPAD ▪ Concept for collaboration with OSIWA on fiscal space analysis in the context of SDGs developed ▪ Regional Africa MDG Report under elaboration	■	■	
				South-South and triangular cooperation partnerships established and/or strengthened for development solutions *(SP output 7.5)*	▪ 2 partnerships established and MoU under finalization (Lula Institute ; IGAD) ▪ Assessment and Inventory of SSC/TrC initiatives to be started in October: delayed due to budget cuts	■	■	
				Mechanisms in place to generate and share knowledge about development solutions *(SP output 7.7)*	▪ Shared Action Plan coming out of Economic Advisor's Cluster Meeting ▪ Commitment to developing countries' specific policies and strategies as output of Emergence Conference (follow up committee established)	■		

Nota: "H" High; "M" for Medium; "L" for Low

<u>Output level review</u>

Output 4.1. Regional, sub regional and national development plans to address poverty, inequality and exclusion are synergized, sustainable and risk resilient (including risks from social, economic, political and ecological shocks) *(RBA output)*

80. **Building strong ownership on new SDG agenda in Africa:** The programme supports African countries, institutions and stakeholders to fully engage in consultations and discussions on Sustainable Development Goals (SDGs), building on the 2012 Common African Position (CAP) on the Post 2015 Development Agenda. Thanks to the programme support, countries are being able to reach consensus on key issues on the Post 2015 Development Agenda using the OWG proposal and the CAP as the basis for discussions. African group of Negotiators headed to General Assembly with the right information and analysis of the issues.

81. Support has also been provided to high level discussions with member states in NY, Addis, Algiers and other relevant platforms wherever opportunities arose. Discussions with the AUC, The New Partnership for Africa's Development (NEPAD), ECA, and AfDB were held to define the African SDG Indicators in collaboration with national statistical offices as a step towards adaptation/domestication of the SDGs to the African context. The issue of funding, key to SDD implementation, was addressed through technical discussions on illicit financial flows, remittances, taxation that have taken place under the broad topic of Funding for Development and Means of implementation. Overall, the programme does contribute **to Africa's preparedness towards SDG domestication and implementation.**

82. **An Expert Group Meeting on the MDGs** was supported. It gave to MDG focal persons from all African countries the opportunity to share experiences on MDG implementation, for better commitment in the new SDG agenda.

Output 4.2. South-South and triangular cooperation (SSC/TrC) partnerships established and/or strengthened for development solutions (SP output 7.5)

83. A comprehensive mapping to provide a clear and concise overview of the current SSC/TrC landscape in the region as a prerequisite for a regional strategy and systematic facilities and platforms for SSC/TrC expertise and knowledge sharing is underway. A concept note for an Assessment and Inventory of SSC/TrC was developed and the recruitment of an International Consultant has been completed after some delays due to budget cuts. The output is planned to be available in the first quarter of 2016. The mapping exercise will feed up an SSC/TrC strategy for the RSC and UNDP country offices in Africa.

84. **Building functional systems to source expertise and skills for development effectiveness in place:** A Project Cooperation Agreement, initiated with IGAD, and targeting post conflict recovery, state and peace building, and disaster risk management is ready and waiting for final approval. It will enable shared access and support to a roster of experts on resilience and conflict prevention from IGAD Member States to be managed by IGAD.

85. A joint project targeting the capacity of African governments to deliver systemic social protection supported by Brazil, as well as a MoU between UNDP and the Lula Institute to establish the framework of cooperation, are under preparation. The MoU is currently awaiting internal approval by UNDP.

Output 4.3. Mechanisms in place to generate and share knowledge about development solutions *(SP output 7.7)*

86. A multifaceted presence is marked by the programme and UNDP network in general to contribute, for the African region, to the technical knowledge and thinking on international and regional issues. The following achievements are part of this:

1. RBA/SAT and its network of RBA Economists are working on a number of publications and flagship knowledge products: policy briefs, periodic research papers, studies and flagship reports that are done collaboratively:
- **Contribution to the annual African Economic Outlook** (AEO): it is a flagship publication by UNDP, AfDB and OECD, with 2015 Report and country profiles and regional analysis, focusing on Spatial Inclusion.

- **Knowledge product on Ebola prepared**: 6 Policy Briefs on the impact of Ebola on a series of issues in the 3 epicenter countries are released; in partnership with the Regional UNDG one regional report relates to the "**Socio-economic impact of the Ebola Virus Disease in West African Countries: A call for national and regional containment, recovery and prevention**".

- **African Human Development Report 2016 is being prepared:** One Concept Note, 8 Background papers, and a zero draft of the AfHDR, are already released.

- **Gender Equality Strategy Reporting** – The Strategic Analysis Team (SAT) coordinated the preparation of RBA's report and presentation to the annual Gender Steering Committee (GSIC) held from 8-9 April 2015. RBA's innovative approach of establishing a Gender SEAL baseline was acknowledged. The Bureau is expected to report on actions taken to address the structural social constraints to further progress on gender equality in Africa.

- **RBA Occasional Papers and studies**: SAT is coordinating and overseeing the completion of policy papers on a) inequality mapping in Africa – which is near completion and b) the impact of the Commodity Price Decline on African countries. Preliminary findings for both papers have been shared and discussed with wider audiences, and were presided over by the RBA Director. The findings of the two papers will serve as inputs to policy discussions/formulation at regional and country levels. The papers will also be discussed and shared at the upcoming African Economic Conference.

3. **Strengthening regional and national capacities in public finance management**

The programme is also addressing the macroeconomic and fiscal capacities issue, as a key background for sustaining any achievements in the development battle. In this regard, the Pole project proceeded in accompanying RECs and countries to better link the development strategies and country budgets, as well as building tools for planning, macroeconomic analysis and budget programming. In this regard, the following actions have been delivered:

- Regional and national capacity building in planning and microeconomic framing of public policies
- Countries in ECCAS and WAEMU supported in transitioning from resource-based to programme-based budgeting
- Setting up monitoring and external control mechanisms at countries level: Mauritania, Congo, Chad and Senegal
- Countries capacity building in fiscal policies: specific tools and fiscal services staffs trained
- Knowledge management and partnership development tools strengthened

4. **Dialogue and platforms for sharing experiences on development results**

- SAT organized a three-day UNDP Africa Cluster meeting for Economic Advisors held on 16-17, and 21 March 2015 and joined also by internal and external experts. It was about building a common understanding on key emerging issues related to UNDP's support for Africa's development agenda. An Action Plan and recommended knowledge products to contribute to country and regional analysis of issues were the outputs of the meeting.

- **Emergence Conference -** SAT supported the organisation of the high level international conference on African Emergence in Abidjan from 18-20 March 2015. The conference was co-supported by the Government of Cote d'Ivoire, the African Development Bank and the World Bank. It was prepared through thematic discussions

on emergence and human development that engaged all Senior Economic Advisors and other experts and participants coming from over 40 countries, including emerging and industrialised countries. Sound recommendations came out of it and a follow up committee is functioning, led by the Government of Cote d'Ivoire and including RECS and civil society entities.

- **African Economic Conference – O**ver 300 papers produced in preparation of the African Economic Conference (AEC) 2015 summit held in Kinshasa, DRC. Around the theme of **Addressing Poverty and Inequality in the Post 2015 Development Agenda,** the event brought together policy-makers, researchers and development practitioners from Africa and from around the world to make a strategic contribution to the implementation of Africa's vision and the identification of concrete actions necessary for poverty and inequality reduction in the context of the post-2015 development agenda.

4. **At country level, under the Economist Programme and through the Economics advisors network's interventions, critical contributions to shaping the programmatic and advisory service works** in: Pro-poor policies and national development planning; MDG acceleration and the post 2015 agenda; Upstream policy advice and analytical work; Direct support to CPD/UNDAF and joint programming processes; and Aid coordination and effectiveness. Specific achievements in the period under review include the following:
   (i)   Contributing to National Development Planning and Capacity Development: Mauritius, Uganda, Swaziland, Mozambique, Liberia, Mali, Chad, Angola and Sierra Leone.
   (ii) Contributing to elaborating and implementing The MDG Acceleration Framework and the Post-2015 Development Agenda: Botswana, Rwanda, Mauritius, Uganda, Swaziland, Benin, Guinea Bissau, Niger, Kenya, The Gambia, Burkina Faso, Mali, Mauritania, Madagascar, Zambia, Angola, Ethiopia, Sao Tome and Principe and Tanzania
   (iii) Carrying out upstream policy work and analytical studies benefiting to UNDP programmes and national development strategies: Guinea, Zimbabwe, Rwanda, Guinea Bissau, Swaziland, Benin, Niger, Kenya, The Gambia, Liberia, Mali, Mauritania, Chad, Central African Republic, Madagascar, Zambia, Ethiopia and The Democratic Republic of Congo.
   (iv) Provide direct support to CPD/UNDAF and other joint programming processes at all stages including design, implementation and evaluation: Guinea, Rwanda, Uganda, Mozambique, Kenya, The Gambia, Mauritania and Ethiopia
   (v)   Support to aid coordination and effectiveness, especially in partnership with the national authorizing agencies, the other UN agencies and development partners: Benin, Zimbabwe, Mozambique, Niger, Togo, Kenya, The Gambia, Burkina Faso, Liberia, Mali, Chad, Central African Republic, Ethiopia, Sierra Leone and Sao Tome and Principe

Outcome 4 level Analysis

87. Against the outcome 4, the programme is expected to ensure that "Development debates and actions at all levels poverty, inequality and exclusion are ranked as priorities and are consistent with our engagement principles". The three related indicators are as follows:

(i) Extent to which the agreed post-2015 agenda and sustainable development goals reflect sustainable human development concepts and ideas

(ii) Number of countries integrating and adapting the post-2015 agenda and sustainable development goals into national plans and budgets

(iii) Existence of regional and country-specific succession plans to ensure that the unfinished MDGs are taken up post-2015

88. Out of the three above indicators, the first one is the most in the viewfinder of the programme: it held experts' workshops and beneficiaries' trainings. Similarly, it ran studies to bring the post 2015 agenda and SDG to the African leaders' attention. Think tanks within UNDP or broader researchers' networks with participation of UNDP experts are also driving the SDG on the front stage. Ultimately, what the programme tries to do is to match the SDG and AU 2063 agenda so that efforts and resources do not disperse. Even though there are tangent subjects such as the environmental issue on the SDG side and peace and security on the 2063 agenda side, many other topics like all those around poverty issues are of common polarization.

89. Unfortunately, regarding the two indicators, the programme is not delivering specific outputs to meet the stated requirements. Except what is being done at continental level under the above mentioned matching process, there is no specific action of domestication of the post-2015 agenda in the countries (indicator 2). The programme does not support, either, any migration of planning system from closed MDG agenda to new SDG one.

90. It is nevertheless true that the overall outcome is one where the programme shows good levels of achievement. The cluster responsible for this outcome made the case that they could work on it despites budgets cuts because it is an area of technical support that does not absorb heavy resources. The way the outcome is sealed is also part of the explanation, making it really achievable from what the programme is doing in this regard. Conversely, outcome 1 ("*Growth and development are inclusive and sustainable, incorporating productive capacities that generate employment and livelihoods, especially for the poor and excluded*"), also covered by the Inclusive growth Cluster along with outcome 4, is sealed in such a global way that the programme cannot achieve it alone.

4.2.1. Deliveries against Outcome 4+1

Table 5: Deliveries against Outcome.4+1.

Outcome Level				Output Level				
Output .4+1.	Rating			Specific expectations	Performed deliveries	Rating		
	H	M	L			H	M	L
Fostering inclusive participation and effective contribution of women in the process of economic and political empowerment (SP Outcome 4)			■	Regional and sub-regional legal frameworks and measures in place accelerated to foster women's participation and leadership	▪ A 'Women in Agribusiness' workshop			■
				Regional and sub-regional policies mechanism accelerated to promote women's economic empowerment	▪ A 'Women in Agribusiness' workshop			■
				Regional systems and frameworks in place to strengthen women's commitment in peace and security	▪ A discussion on "Women Empowerment and Development in Africa ▪ The second event on "Forging Building blocks to a new world		■	■

Nota: "H" High; "M" for Medium; "L" for Low

Output level review

Output 4+1.1. Regional and sub-regional legal frameworks and measures in place accelerated to promote women's participation and leadership

91. No achievements are reported against this output, due to budget constraints!

Output 4+1.2. Regional and sub-regional policies mechanism accelerated to promote women's economic empowerment

92. Straddling outputs 1 and 2, a workshop on 'Women in Agrobusiness' has been organized by the programme in partnership with UN Women. Aligned with the AUC's Africa Women's Decade (2010 – 2020), UNDP's Strategic Plan and Gender Equality Strategy, and responding to Africa's development priorities and emerging challenges, the training contributed to improving women's economic empowerment, especially in agricultural productivity and the profitability of businesses owned or run by women. Besides, the training also addressed the business plan issue as a critical tool to have access to financial institutions for funding. Experience-sharing and networking were also reported as key outcomes of the training.

Output 4+1.3. Regional systems and frameworks in place to strengthen women's engagement in peace and security

93. As part of the efforts to enhance public awareness and debates around the principles of gender equality and women leadership, two public debates have been organized during Women in Parliaments Global Summit in Johannesburg, South Africa, in January 2015.
(i)   A discussion on "Women Empowerment and Development in Africa: Towards Agenda 2063; 54 sitting female Members of Parliament attended this meeting which provided a platform for sharing experiences on some of the challenges faced by female candidates
(ii)   The second event concerned the Aligning Post 2015 and Beijing+20 processes; participants discussed options for mainstreaming gender into the Post-2015 development agenda, the goal on Gender Equality, and the Actions of the Beijing Platform; appropriate recommendations were made.

94. The project supported the 2 High Level dialogues held in January 2015 in Addis and in June 2015 in Johannesburg, both during the pre – summit of the African Heads of States. As key outcome of these meetings, AU and its stakeholders were given six priority areas /messages to focus on for effective gender mainstreaming in the implementation of Agenda 2063: Health and Women, Education for All Girls, Women and Agriculture, Women's Economic Empowerment, Financial Inclusion for Women and Women's leadership and participation in politics and decision making positions.

95. A workshop was also organized on: "Women as Policy and Decision Makers in Local Government". It was attended by representatives from SADC, EAC, ECCAC and ECOWAS the AU and UN agencies. During the meeting, participants had the opportunity to share their experiences in policy and decision making as well as reflect on the recent trends on gender, women and local governance. The meeting also validated a draft paper on: "Women as Policy and Decision Makers in Local Government". The paper was a result of a study conducted to document experiences from six countries.

Output 4+1.5. Analytical capacities and tools developed and disseminated to integrate gender equality considerations in planning, budgeting and monitoring of AUs and the RECs

96. No achievements reported against this output, because of financial constraints!

Outcome level Analysis

97. Expectations over the programme against outcome are that it "fosters the inclusive participation and effective contribution of women in the process of economic and political empowerment", with evidence of achievement to be looked at through the four indicators below:

(i) Number of legislations implemented granting land ownership; number of women receiving agri-loans; proportions of women farmers insured; number of types of insurance targeting women farmers

(ii) Proportion of SMEs owned by women with access to business development services; proportion of resources allocated to women by FIS

(iii) Proportion of women in elected position at regional and national level; share of women in parliament; proportion of public board positions occupied by women: baselines: 20,2% share of women in parliament in SSA; 8/48 SSA parliaments have achieved 30% share; targets: 25% of women in parliament; 48 out of 66 countries achieved 30%; 20/48 countries have female heads of parliament

(iv) Proportion of institutional plans, budgets and monitoring systems that integrate gender equity

98. The outcome 4+1 supporting indicators are of two types: the first and fourth are related to institutional and technical transformation means, while the second and third ones refer to socioeconomic transformation. The two types are substantially different: one is a reasonable and feasible target for the programme, while the other is a long term goal, which the programme's actions, at best, could only contribute to along with many other contributing interventions. Although the programme didn't directly act on gender mainstreaming in economic and legal tools at regional and country level so far, it held workshops, debates and other similar events to bring stakeholders together and sensitize them on this issue. These specific outputs do prepare the process of bringing the gender friendly institutional and technical transformations enclosed in indicators 1 and 4.

99. Provoking a socioeconomic shift in terms of having more women accessing prominent business and political positions, as mentioned in indicators 2 and 3, is quite a different matter. What the programme has achieved so far is rather minimal to pretend to have such long term influence. The gender inputs under outcome 4+1 particularly suffer from a lack of resources. The dedicated UNDP based project, which should better target the outcome, is not really being implemented, the few available resources having been channeled to the AUC gender-based project.

4.2.2. Overall institutional effectiveness: contribution of RBA/Centre to the regional development[1]

100. Significant contributions to the region are provided by the Centre through its country and regional programmes and policy work. Instrumental initiatives are contributing, through knowledge and policy recommendations, to accelerate human development on the continent: RBA produced and launched in partnership with other actors (World Bank, ECA, AfDB, AU, and others) highly commended documents such as the 2014 African Economic Outlook (AEO); the 2014 African MDG Report; supported the articulation of the Common African Position (CAP) on the Post 2015 Agenda and pioneered research on the socio-economic impact of the Ebola health crisis in West Africa. In addition, the Bureau helped several countries in the region to formulate and implement MDG Acceleration Frameworks (MAFs). RBA was also instrumental in setting up the African Mineral Development Centre (AMDC) for the implementation of the African Mining Vision with a view to effective management of the continent's natural resources and human development.

101. RBA/UNDP supported the preparation, conduct and post-electoral consolidation of peaceful processes at various levels in: Burundi, Comoros, Guinea Bissau, Liberia, Madagascar, Malawi, Mauritania, Mozambique, Nigeria, Sao Tome and Principe, Tanzania and Zambia. It also set up a scenario scanning mechanism as an early warning system to enable us to support, on time, countries in distress. RBA provided support to a number of countries in early interventions and scenario planning.

102. In addition, UNDP supported a number of innovations in Africa. For instance, in Rwanda, the Government was seeking to improve its traditional approaches to public planning and policy development. GoR was seeking forward looking development strategies that would anticipate future developments. In response, UNDP introduced the *foresight approach* to over 50 Rwandan senior government officials. This approach involves visualizing multiple futures and identifying the risks and opportunities of each future. The introduction involved scenario exercise as well as the exchange with experts from Singapore. Singapore had used a foresight approach to achieve tremendous economic development. Thanks to UNDP's efforts, the Minister of Local Government and Social Affairs affirmed GoR's commitment to this *foresight* approach (The New Times, 24 Oct 2014).

103. Support to crisis countries included efforts to implement the Peace, Security and Cooperation Framework in the Great Lakes, the UN Sahel Strategy and the Horn of Africa Strategy. It also contributed to early recovery programmes and strategies in the Ebola affected countries and the sub-region. In the Central African Republic (CAR) and South Sudan, RBA continued to push for peaceful settlements, inclusive decision-making and a resumption of economic growth and development activities.

104. In terms of partnership development and resource mobilization, RBA signed a Strategic Framework Agreement with the African Union Commission (AUC) in September 2014. The Agreement will support shared analysis, and exchange of knowledge products and experience to expand and strengthen South-South and Triangular cooperation within the Region. RBA continued to strengthen its cooperation with China through the Africa-China conference, which took place in Addis Ababa in November, on the theme "Industrial Development: Cross-perspectives from Africa and China". Similarly, following the successful TICAD V conference,

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[1] Source : ROAR, RBA/RESCA, 2014.

through TICAD RBA secured $7.3 million from Japan for Strengthening Human Security and Community Resilience in the Sahel and multi-country support for resilience and recovery.

4.2.3. Key enabling and disabling factors

105. The major factor favorable to the programmer's implementation and achievement is its good anchorage in the knowhow and strong network of UNDP. The programme benefits from the fact that UNDP has been positioned for a long time on issues the programme is dealing with: governance, peace and security, poverty reduction and human development, climate change and risk management, etc. The programme also benefits from UNDP's networking potential supported by its worldwide country offices network and other international institutions it is taking part in. The programme is capitalizing on these corporate assets, and manages to optimize resources, which are becoming more and more scarce.

106. There are four major types of disabling factors are: (i) the decrease in the programme's budget forced the implementers to simply let down some originally planned outputs, while others are delivered without being completed; (ii) the lack of time also contributed in eroding the achievements, as 2014 was almost lost due to the restructuring of the Centre that was going on. This situation has put uncertainty over staffing and processes; (iii) weakness is also reported regarding the monitoring system which issues progress reports of insufficient quality; (iv) on the other side, the institutional and capacity weakness of supported African bodies happens to be an additional factor that is slowing down implementation processes.

3.3. Efficiency

107. Per programme document, the programme budget is set at 106 million USD. By the time of this mid-term evaluation, in December 2015, aggregating resources of active contributing projects show an overall budget programme of 19,331,520.4 USD. This amount does not include 2014 budget for the AUC gender-based project. The Economist project is not included either. Its documentation has not been received by the evaluation team. All other projects did not operate in 2014, except the Pole II which saw its 2014 resources included. Compared to what is planned per Prodoc, the actual budget is extremely low and shows how much money the programme has lost. This actual budget represents 17% of what was initially planned. Of course, it is only at mid-term cycle, but even if we take into consideration this timing dimension, the loss of resources is still important. Under assumption that by this time, half of initial budget should have been made available, the actual mid-term budget represents only one third of such per Prodoc theoretical mid-term budget.

108. The financial execution rate stands globally at 52%, but this figure is subject to discrepancies from one project to the other. There is zero expense for zero budget for the Regional Programme Gender project. It has been decided to channel the tiny existing resources to the AUC gender- based project on which UNDP has a formal and institutional commitment with AUC, rather than implementing its domestic "4+1" project. 27% represents the financial delivery for the Governance project. Other deliveries vary between 52% and 57%. The AUC gender- based project execution rate has not been provided because of a lack of visibility on its 2014 financial data.

Table 6: Budget implementation

Programme	2014		2015		2014-15		
Projects	Budget	Expenses	Budget	Expenses	Budget	Expenses	Delivery Rate
IGAD			1,400,000	784,655	1,400,000	784,655	56%
Gender/AU			586,000	404,641	586 000	404 641	69,1%
Gender/RP			0	0	-		-
Inclusive Growth			520,000	243,490	520,000	243,490	46,8%
Governance			1,080,000	297,820.5	1;080,000	297,821	27,6%
Resilience			1,204,150	689,098	1,204,150	689,098	57,2%
Debates			12,002,908.9	6,178,622.58	12,002,909	6,178,622	51,5%
Pole II	1338461,54	870000	1200000	580561	2,538,462	1,450,561	57,1%
Economist	NA	NA	NA	NA	NA	NA	NA
RBA/RP	1338461,54	870000	16,593,058.9	8,394,233.08	19,331,520	10,048,888	52%

109. Are the approaches/models and resources in accordance with planned results? All the money planned per Prodoc is not showing up. So far, the funding available for the programme has been really insufficient, as clearly stated by all actors met by the evaluation team. The funding was meant to come from UNDP core resources which have been tumbling from year to year. The programme document was cautious enough to alert that the initial 146 million budget was made under assumption, which did not happen. In similar vein, it was assumed that UNDP corporate manages to collect certain amounts of contributions between 2014 and 2017. Therefore, there is definitely a funding crisis on the project.

110. The model also is evolving in an atmosphere of quite tough financial scarcity. The previous cycle of the regional programme was implemented by an exclusively dedicated staff. This is no longer the case in the current cycle. With the restructuring process UNDP went through, apart from the Coordinator, there are no more personnel specifically responsible for implementing the programme activities. Implementation is now carried out by the regular RSCA clusters. These thematic Units act on the programme along with their regular charges of support services providers over the whole region, throughout local UNDP country offices network. To make matters worse, these units also have their staff reduced to a trickle. Staff shortage, for instance, hampers full integration the programme's Pole II component: the absence of a public finance and fiscal specialist at RSCA doesn't allow qualitative interaction with the Pole and full mastering of its agenda. In a nutshell, the Pole clearly faces financial constraints when it comes to accelerating the programme implementation as far as its organizational model is concerned.

111. Beneficiary African organizations are more or less part of the model, too. This facet of institutional arrangements over the programme is reported to have generated additional slowdown. Both the African Union Commission and other regional organizations the programme is working with do face critical institutional and resources gaps. This established fact explains why they get support from UNDP. Due to such overall low profile, they are not always responsive and proactive enough to fully play their role in backing on (stimulating/encouraging) the programme.

112. The programme began showing good records in terms of leveraging partners' support. As explained earlier, it has been made clear by UNDP Headquarters that the amount of resources provisioned in the Prodoc will not be available. Therefore, the programme management has really developed a partnership strategy that begins to show results.

113. A resources mobilization strategy is now available and effectively implemented. It is informed by a mapping of donors and types of resources potentially available in the continent. In 2015, 5 donors' round tables have been performed. Follow up is made on donors showing interest for any aspect of the programme. The staff has also renewed the way of marketing the programme. They are shaping it into specific thematic project documents. Depending on what they are interested in as thematic resources providers, the donors are approached with those much focused investment frameworks. Besides, the way partners are approached is well supported by a due communication strategy.

114. These overall initiatives are delivering quite significant achievements. 6 million Swiss Francs have been raised from Swiss Cooperation, to fund activities destined to promote the *private sector* across the continent. Partners are also committed to support upcoming projects on *social protection*, *extremism &radicalization* and *migration*. With these interventions getting operational, the programme will be really creative in leveraging donors' contributions to mitigate its lack of core resources.

115. The value for money has obviously improved from precedent to current cycle, as the programme experienced important cuts in all its different types of resources. As already reviewed, only one third of budget expected at mid-term stage is finally available, which means that the two other thirds are missing. With UNDP restructuring, the programme has also lost the exclusively dedicated staff it used to have, except one single coordinator working full time. According to the new institutional arrangements, the clusters are responsible for operating the projects inside the programme, along with their regular portfolio. Even within those implementing Units, the staffing has diminished a lot.

116. Formally, such austerity tends to be favorable to value for money, because the programme is consuming less means than what it used to consume in pursuing its targets. However, to be optimized, the trend should be contained under a certain breakeven point beyond which it starts to hamper the programme's expected outcomes. At a certain level of severity, austerity shows more disadvantages than advantages, and actually creates slowdown and recession. The question is: isn't scarcity of all kinds of means upon the programme hampering its ability to deliver due outputs, and deliver them in quality? Clusters teams report many missing outputs. Others are unfinished. All of this is happening because the budget is short or the staff is not available. In the same token, there are additional constraints coming from African institutions' counterparts: insufficiently equipped in relevant capacities, these partners' weak internal processes also happen to lower the delivery and quality of delivery. Thus, with all these constraints, the value or benefits obtained from the programme would only be dependent on the level of means (financial, human and institutional) invested.

3.4. Sustainability

117. The sustainability of achievements by any programme depends on key upstream and downstream factors. From an upstream prospect, one basic requirement for any sustainability is that outputs generating the results should be strong enough in terms of intrinsic quality. If the deliveries are not technically sound, there's no sustainability one can attach to the benefits they created. From a downstream prospect, sustainability also presupposes good and strong ownership by the recipient, so that what's coming out of the programme can be held properly and last beyond the programme's life span.

118. Generally speaking, as the programme goes through direct implementation modalities, which means full compliance with UNDP's procedures, the deliveries are normally of good standard. The assumption is corroborated by interviewees within the African Union Commission, the unique institutional beneficiary the evaluation team had the opportunity to hear from. Expertise delivered to them by the programme has been very well appreciated. Deliveries from the programme have been easily endorsed by the AU Commission or the other regional bodies. The Great Lakes peace and security Strategy, with sound inputs from the programme, was endorsed by the Great Lakes Forum and other UN stakeholders. The outputs on social security activities have been endorsed by AU Commission as well; an AU Directive is now being articulated to them and a completely AU backed joint programme is coming out. Works on migration and radicalization also resulted into conceptual outputs to be extended into projects supported by AU and donors.

119. The approach put forward by the programme is also conducive to sustainability. All its interventions have an institution anchorage to the AU Commission or to sub-regional bodies, others at country level but still attached to local institutions. Staff met at AU Headquarters testified that all the supports their institution got from the programme were needs-driven and made it clear that they were talking of needs they identified or were part of an identification process. Despite the direct execution, such institutional modality is conducive to outputs specifically customized to the beneficiaries.

120. If, upstream, both outputs delivered by the programme and approaches used to deliver them are, overall, sound and conducive to sustainability, downstream the point is: is true institutional ownership prevailing over what is being gained through the programme? If so, will it survive to the withdrawal of donors? Generally speaking, the point is questionable, given the low level of capacities - financial and institutional - within targeted organizations.

121. What changes should be undertaken to raise the likelihood of sustainability? The programme could better involve the institutional and experts of African organizations in the implementing processes, of course within the UNDP organization doctrine on programme implementation. It's known that UNDP does have NIM and DEX modalities to implement its programmes. Hopefully, to enhance ownership of institutional beneficiaries, it should also consider how to come up with some kind of Regional Implementation (RIM), so that its regional partners are better accompanied in taking over their joint interventions.

Conclusion

1. Main findings

122. With regard to the evaluation criteria per TOR, the programme's performance is as follows:

123. **Relevance**: The programme is overall relevant. It is well aligned the AU 2063 agenda as well as the Millennium Development Goals (MDG) and Sustainable Development Goals (SDG) priorities. It is also consistent with the UNDP Strategic Plan. The programme has also strong institutional relevance. The specific support it provides is perceived by recipients as quite suitable for their needs. Only the logical framework is subject to relevance questioning. The way the outcomes are formulated, except outcome 4, is inadequate compared to what one single programme can achieve. Taking the first one, for instance, it is obvious that the regional programme cannot alone be held accountable for making "*African growth inclusive and*

sustainable." Instead of being textually copied from the UND/SP, the outcomes of the programme should have been reformulated to fit in with the expectations of a single programme working at institutional level.

124. **Effectiveness**: The programme managed to deliver key outputs, despite lack of time and resources. The resources are below what was planned in the Prodoc: they decreased from 106 million to less than 20 million. Time was not enough either. As 2014 was a year of restructuration, most of the projects actually started in 2015. In this specific context, what is delivered stands as follows: *institutional bodies or mechanisms* have been set up or enhanced; APRM's leadership was renewed; a Country Human Right was anchored to the African Human right commission for better coordination at regional and national levels; member states of regional economic communities – Economic Community of Central African States (ECCAS)/West African Economic and Monetary Union (WAEMU) - are reinforced and helped in domestication and ownership of their regional fiscal and budgetary provisions

125. *Policies documents and frameworks* have been produced in critical development areas: private sector development strategy; social protection policy papers; peace-security strategy for the Great Lakes region; African negotiators towards the Conference of Parties (COP21) supported in elaborating a common ground paper; regional climate change and resilience strategies built at sub regional level; regional policy document on extractives resources produced; sustainable energy policy or mechanism finalized. *Key development issues have been investigated* through studies, workshops and research networking: SDG, social protection, extremism and radicalization, sustainable energy, private sector, innovative financing, gender mainstreaming, etc.

126. *At the outcome level*, unfortunately, the programme has not been decisive enough to really make any change on the targets. Despite all the output deliveries provided and listed above, there would still be something else to do to make most of expectations at outcome level happen. The institutional development delivered by the programme to continental/regional/country organizations cannot alone, and directly, bring notable changes in African "growth", "peace-security", "resilience", "gender". Only the fourth outcome is formulated in a way that more or less fits in with the programme's means. What has been done in terms of strategic deliveries and intellectual contributions (studies, workshops, conferences, networking) is bringing at the forefront key issues such as new SDG. Some recommendations that came out of these activities have been turned into Decision/Directive by AU: i.e. Decision of AU Executive board of June 2015 on Social protection.

127. **Efficiency/value for money**: The programme has experienced significant cuts in its operating costs. These costs refer to the overall resources consumed in delivering. Except the coordinator, there is no staff specifically and exclusively dedicated to the programme. Moreover, the clusters responsible for implementing the activities of the programme have their staff significantly cut down by the UNDP restructuration. Overall, the RP could have enhanced its efficiency in terms of cost-benefit analysis. Moreover, this important budgetary adjustment has also hampered it ability to deliver. Planned outputs have not been delivered, while others are delivered without being completed. Nevertheless, the programme is becoming creative enough to mitigate the side effects of this budgetary context. It has managed to articulate some of its thematic issues to specific marketable projects. Donors have started showing their interest to support these projects: private sector, extremism and radicalization, migration, domestication, social protection, etc. This trend, which is evidence enough of the programme's flexibility and creativity, could help slacken its budgetary constraints.

128. **Sustainability**: As the programme is under direct implementation, all conditions are secured for strong deliveries, which is a key prerequisite to any sustainability. Stakeholders met by the evaluation team at the African Union Commission report that what their organization and sub-regional bodies are getting from UNDP, while insufficient in quantity, is of high quality. This opinion is corroborated by the fact that the programme's outputs are regularly endorsed by the beneficiaries who take action on this basis. However, even if the institutional gains from the programme are rooted on valuable outputs, maintaining them in the very long term requires good ownership as well. This aspect of the partnership is still questionable, due to evident lack of capacities on the African organizations side.

2. Key enabling and disabling factors

129. The major factor favorable to the programme's implementation and achievement is its good anchoring to the know-how and strong network of UNDP. The programme benefits from the fact that UNDP has positioned itself for a long time on issues the programme is dealing with: governance, peace and security, poverty reduction and human development, climate change and risk management, etc. The programme also benefits from UNDP's networking potential supported by its worldwide country offices network and other international institutions networks it is involved in. The programme does capitalize on these corporate assets.

130. There are four types of disabling factors: (i) the decrease in the programme's budget forced the implementers to just let down originally planned outputs, while others are delivered without being completed; (ii) the lack of time also contributed to eroding the achievements, as 2014 was almost lost due to the Centre's restructuration that was going on and put uncertainty over staffing and processes; (iii) weakness is also reported regarding the monitoring system which issues progress reports of insufficient quality; (iv) furthermore, the institutional and capacity weakness of supported African bodies happens to be an additional factor of slowing down implementation processes.

3. Lessons learned

1. *The Regional Programme shows very strong relevance in an African context where regional bodies in need of support are operating*

131. Africa is fortunate to have a major continental organization, which can furthermore be supported by sub-regional entities. These bodies are responsible for managing issues of common interest for their member states. To be efficiently handled, many matters, such as peace and security and other critical development issues, have to be considered regionally. On the other hand, this valuable institutional ground across the continent has very weak means and shows a low capacity level. Therefore, the Regional Programme has a major niche to take advantage of by providing highly needed support to regional institutions to deal with issues prevailing at regional level.

2. *The programme is also, for UNDP, a great opportunity to position itself or reinforce its visibility on emerging and other critical issues in the continent*.

132. The work done on social protection resulted into a Decision made by the African Union Executive Board resolving to give the issue due position in the African development priorities. By so doing, AU also recognizes UNDP as a key regional actor about social protection policies.

The same can be said about the topical problem of extremism and radicalization, emerging priorities on which UNDP can build know-how and reputation. In addition, UNDP has also managed, throughout the programme, to consolidate his positioning on more classic areas such as gender. With the UN Women and UN Economic Commission for Africa (UNECA) being present in the context, it was difficult for UNDP to be well heard on gender issues. The AUC gender-based project, and its high level anchoring to the Cabinet of the AUC President, helped a lot in this regard.

3. ***But the sudden lack of resources for the programme, without any institutional communication on such unexpected constraint, tends to weaken UNDP's image at continental level.***

133. The programme has managed to build strong and valuable relationships between UNDP and the continent at regional and sub-regional levels, based on the awareness that there are critical issues that are best tackled at those levels. But UNDP's internal context at corporate level could impair these sound relationships. UNDP's restructuration has induced cuts in the programme's budget and staffing, which resulted into suspending or slowing down some outputs African partners were expecting. The problem is much less UNDP's internal context than the absence of proactive communication towards the recipients. The programme should benefit from providing feedback to African partners on any adjustments or constraints experienced in the programme to prevent speculations and frustrations.

4. ***The programme demonstrates that creativity can overcome tough constraints, especially those related to the budget***

134. The programme has really tried to overcome its financial constraints. A resource mobilization strategy is available and being implemented. It is informed by a mapping of donors and types of resources potentially available to Africa. Five round tables have been performed with donors, and followed up as well. The marketing of the programme is being renewed. The programme's content is being translated into specific thematic project documents. The donors are approached with those much focused investment frameworks, taking into account what they are interested in as thematic resources providers. Such an approach begins to generate quite good results, in terms of donors funding the programme or expressing interest to do so: private sector is already funded while extremism and radicalization, migration, social protection, are on the verge.

3. Recommendations

1. ***Maintain the programme as it fits in with the needs of interventions beyond the country level COFs are dealing with***

135. The relevance of the programme in the African context is unquestionable. There is a well furnished landscape of regional entities that are politically strong and willing to rely on their member states to impulse a development originating from the African Union and more broadly from the international community. These bodies need institutional support to strengthen their abilities. The programme should be maintained in this niche and preserved to complement what the country offices of UNDP are doing at country level. Some issues are to be addressed at local level, while others need to be inserted in a cross-border approach.

2. **Proceed in flexibility and in the resources mobilization approach**

Keep on reinforcing the programme's flexibility and capacities in resources mobilization

136. While maintaining the programme, it is needed to strengthen its flexibility and capabilities in resources mobilization. Its survival is at this price. Flexibility enables the programme to regularly adjust to the context, by focusing on specific issues that are topical in Africa and meaningful to donors. Mobilizing external resources offers a sustainable alternative to the continued decline of UNDP core funding.

3. **Re-design the outcomes of the programme**

137. Despite limited time and resources, the programme has managed to deliver some of its expected outputs: enforcement of regional bodies on key abilities such peace-building, public finance management, elaboration of policy paper on development issues like climate change, risk management and resilience, etc.; contribution to international development debates from an African prospect. Unfortunately, these valuable outputs have no traceable resonance on most of the outcomes, which are to global to fit into a single programme's achievements. The outcomes, while inspired by UNDP Strategic Plan should be adapted to what can be done at Regional Programme level.

4. **Re-design the programme's portfolio and focus it on key areas**

138. The programme doesn't have enough time and resource to deliver what it was initially committed to deliver. 2014 was almost lost due to the restructuring going on. The start of the programme in 2015 unfortunately coincided with the introduction of budget cuts. Thus, for the remaining 2 years, with only one third available out of the initially planned budget, it is obvious that original targets cannot be met anymore. Therefore, there is strong need to adjust the programme and centre it on key issues adaptable to the priorities of the African context and marketable to the donors. The evaluation team has made the following proposals based on the context review and feedback from donors as reflected in the resource mobilization initiatives run so far: *private sector* and *social protection*; *urbanization* & *migration*; *extremism & radicalization*. Along with these emerging thematic areas, more classical topics should also be maintained: *resilience to human and natural disaster* that has access to Global Environmental Fund (GEF) resources and others to come out of COP21 resolutions; *domestication of SDG including poverty and gender* issues where residual core resource could be focused.

5. **Enhance institutional communication towards beneficiaries.**

139. RSCA staff reported to the evaluator recurring complaints from African counterparts about commitments made under the programme, which are not being fulfilled and on which they do not receive any institutional explanation. The evaluator got the same feedback from interlocutors at the African Union Commission. The programme should deliver a clear message to its African partners in case there are changes taking place during interventions, be they budgetary and/or strategic. This has to be done on a regular and systematic basis within a broad communication plan. The already drafted communication strategy should be bended in this direction.

ANNEXES

1. Evaluation Matrixes

<table>
<tr>
<td colspan="8">
<div align="center"><u>Outcome 1</u></div>

<div align="center">"Growth and development are inclusive and sustainable, incorporating productive capacities that generate employment and livelihoods, especially for the poor and excluded" (SP outcome)</div>

Indicative outcome indicators:
1. Coverage of new livelihood and employment generation policies and programmes disaggregated by sector, sub-sector, gender, age, excluded groups and by wage category, where available, in RECs/countries
2. Annual value of the contribution of Africa to global trade and investment
3. Coverage of policy and institutional reforms that increase access to social protection schemes, targeting the poor and other at-risk populations in Africa
4. Number of resource-rich countries with public access to information on contracting and revenues related to extractive industries and use of natural resources, in line with the Africa Mining Vision
5. Coverage of cost-efficient and sustainable energy use in Africa, disaggregated by energy source, rural/urban and sex
</td>
<td>Justification

Observation

Comments</td>
</tr>
<tr>
<td>N°</td>
<td>Outputs indicators</td>
<td>Baseline</td>
<td>Targets</td>
<td>Achieved</td>
<td>Sources</td>
<td>Main Assumption</td>
<td>Alternative provisions

(if main assumption doesn't verify)</td>
<td></td>
</tr>
<tr>
<td>1.1.</td>
<td colspan="8">Output 1.1.

Regional and sub-regional systems and institutions enabled to support countries to achieve structural transformation of productive capacities that are sustainable and jobs- and livelihoods- intensive *(SP output 1.1)*
.</td>
</tr>
<tr>
<td>1.1.1.</td>
<td>Number of RECs/countries with new livelihood- and employment-generation policies and programmes disaggregated by sector, sub-sector, gender, age, excluded groups and by</td>
<td>Not available</td>
<td>Not available</td>
<td></td>
<td>▪ Progress reports in general
▪ Primary sources</td>
<td>Information collected during implementation and recorded in progress reports</td>
<td>Feedback from stakeholders</td>
<td></td>
</tr>
</table>

	wage category where available						
1.1.2.	Number of regional agricultural, extractive and industrial value chains in which SMEs (especially women and youth led) are actively engaged	Not available	Not available				
1.1.3.	Number of RECs/countries with policy and institutional reforms that increase access to social protection schemes, targeting the poor and other at-risk groups (disaggregated by sex, age, rural/urban)	Not available	Not available				
1.1.4.	Number of strategic priorities in continental free trade areas supported	Not available	Not available				
1.2.	Output 1.2. Solutions developed at regional and national levels for sustainable management of natural resources, ecosystem services, chemicals and waste *(SP output 1.3)*						
1.2.1.	Number of resource-rich countries with public access to information on contracting and revenues related to extractive industries and use of natural resources, in line with Africa Mining Vision	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	

1.2.2.	Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystems, chemicals and waste at regional and national levels, disaggregated by partner type	Not available	Not available				
1.2.3.	Number of RECs/countries with comprehensive measures – plans, strategies, policies, programmes and budgets – implemented to achieve low-emission and climate-resilient development objectives	Not available	Not available				
1.3.	Output 1.3. Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access, especially off-grid sources of renewable energy *(SP output 1.5)*						
1.3.1.	Number of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	
	Number of new/improved sustainable energy access	Not available	Not available				

	initiatives which address the needs of women, youth and rural populations							

<table>
<tr><td colspan="9" align="center">Outcome 2</td></tr>
</table>

"Citizens expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance" (SP outcome 2)

Indicative outcome indicators:
1. Proportion of African parliaments, constitution-making bodies and electoral institutions that meet AU/RECs minimum benchmarks to effectively perform core functions
2. Level of new civil society engagements in critical development and crisis-related issues, disaggregated by sex, age and excluded groups
3. Access to justice services to fight against discrimination, disaggregated by sex, age and disadvantaged groups (such as people living with or affected by HIV)
4. Proportion of decision-making positions (executive, legislative and judicial) occupied by African women

N°	Outputs indicators	Baseline	Targets	Achieved	Sources	Main Assumption	Alternative provisions (if main assumption doesn't verify)	Justification Observation Comments
1.	**Output 2.1.** Regional parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions *(SP output 2.1*							
2.1.1.	Number of parliaments, constitution-making bodies and electoral institutions that meet AU/RECs minimum benchmarks to perform core functions effectively	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	
2.1.2.	Number of countries that ratify/adhere to AU shared values instruments (including human rights treaties) and APRM	Not available	Not available					

2.1.3.	Number of countries with modernized, restored or strengthened public administration systems with effective performance management, human resource planning and policy architecture, and e-government policies	Not available	Not available				
2.2.	Output 2.2. Frameworks and dialogue processes engaged for effective, transparent engagement with civil society in national development *(SP output 2.4)*						
2.2.1.	Number of new civil society engagements in critical development and crisis-related issues, disaggregated by women and youth groups, indigenous people and other excluded groups	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	
2.3.	Output 2.3. Legal reform enabled to fight against discrimination and address emerging issues (such as environmental and electoral justice and anti-corruption measures across sectors and stakeholders) *(SP output 2.6)*						
2.3.1.	Number of countries where proposals for legal reform to fight against discrimination have been adopted (e.g., people living with or affected by HIV, youth , women,	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	

N°	Outputs indicators	Baseline	Targets	Achieved	Sources	Main Assumption	Alternative provisions (if main assumption doesn't verify)	Justification / Observation / Comments
	minorities and migrants)							
2.3.2.	Number of proposals adopted to mitigate sector specific corruption risk (e.g., extractive industries and public procurement in health and other sectors)	Not available	Not available					
2.4.	Output 2.4. Measures taken to increase women's participation in decision-making *(SP output 4.4)*							
2.4.1.	Number of women benefitting from private and/or public measures to support women's preparedness for leadership and decision-making roles	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	

Outcome 3

"Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change" (SP outcome 5)

Indicative outcome indicators:
1. Percentage of post-disaster and post-conflict RECs, regional bodies and countries having operational strategies to address the causes or triggers of crises
2. Percentage of RECs/countries with disaster and climate risk management plans fully funded through national and sector budgets
3. Economic loss from conflicts as a proportion of GDP (especially within the countries of the Great Lakes, the Sahel and the Horn of Africa)
4. Proportion of decision-making positions in peace building processes that are occupied by women

N°	Outputs indicators	Baseline	Targets	Achieved	Sources	Main Assumption	Alternative provisions (if main assumption doesn't verify)	Justification Observation Comments

3.1.	Output 3.1. Policy frameworks and institutional mechanisms enabled at regional level for the peaceful management of emerging and recurring conflicts and tensions *(SP output 5.5)*						
3.1.1.	Number of proposals presented by women's and youth organizations/participants, on policy frameworks and institutional mechanisms for consensus-building and peaceful management of conflicts and tensions, that are adopted	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	
3.1.2.	Number of multi-dimensional cross-border initiatives being implemented in the Sahel, Great Lakes and the Horn of Africa	Not available	Not available					
3.1.3.	Number of countries where tensions or potentially violent conflicts are peacefully resolved by AU/REC mechanisms for insider mediation and consensus building.	Not available	Not available					
3.2.	Output 3.2. Preparedness systems set up to effectively address the consequences of and response to natural hazards (geo-physical and climate-related) and man-made crisis within AUC/RECs *(SP output 5.4)*						
3.2.1.	Number of RECs/countries with end-to-end early warning	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during		

	systems for man-made crisis and all major natural hazards					implementation and recorded in progress reports	
3.2.2.	Number of RECs/countries with contingency plans in place at all levels for disaster and extreme climate events with adequate financial and human resources, capacities and operating procedures	Not available	Not available				Feedback from stakeholders
3.3.	**Output 3.3.** Gender responsive disaster and climate risk management is integrated in the development planning and budgetary frameworks of key sectors (e.g., water, agriculture, health and education) of the Africa Union and RECs (SP output 5.3)						
3.3.1.	Number of disaster and climate risk management plans and implementation measures at regional and national levels that are gender responsive	Not available	Not available		• Progress reports in general • Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders
3.3.2.	Number of functioning inter-sector and cross-boundary systems set up to: (a) mitigate the development impact of pandemics, and (b) provide integrated water and other land-based resources management	Not available	Not available				

	Outcome 4							Justification
	"Development debates and actions at all levels poverty, inequality and exclusion are ranked as priorities and are consistent with our engagement principles" (SP outcome 7) *Indicative outcome indicators*: 1. Extent to which the agreed post-2015 agenda and sustainable development goals reflect sustainable human development concepts and ideas 2. Number of countries integrating and adapting the post-2015 agenda and sustainable development goals into national plans and budgets 3. Existence of regional and country-specific succession plans to ensure that the unfinished MDGs are taken up post-2015		Observation Comments
N°	Outputs indicators	Baseline	Targets	Achieved	Sources	Main Assumption	Alternative provisions (if main assumption doesn't verify)	
1.		Output 4.1. Regional, sub-regional and national development plans to address poverty, inequality and exclusion are synergized, sustainable and risk resilient (including risks from social, economic, political and ecological shocks) *(RBA output)*
2.1.1.	Number of knowledge products and evidence of policies being implemented at regional and national levels in response to agreed post-2015 agenda and AU Agenda 2063 and Shared Values goals	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	
2.1.2.	Number of regional and sub-regional dialogues and platforms organized/established on MAF and related MDG innovations	Not available	Not available					
	Number of policies, regulations and standards at	Not available	Not available					

	regional/national levels that integrate specific sustainability and risk-resilient measures						
2.2.	Output 4.2. South-South and triangular cooperation partnerships established and/or strengthened for development solutions *(SP output 7.5)*						
2.2.1.	Number of SSC-TrC partnerships that deliver measurable and sustainable development benefits for stakeholders (regional/sub-regional), including in technology transfer, knowledge-sharing and regional public goods fostering access to markets,trade and investment	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	
	Number of harmonized policies, legal frameworks and regulations across countries for sustaining and expanding SSC-TrC modalities that maximize mutual benefits.	Not available	Not available					
	Number of public-private partnership mechanisms, including dialogue, that provide innovative solutions for development	Not available	Not available					
2.3.	Output 4.3. Mechanisms set up to generate and share knowledge about development solutions *(SP output 7.7)*						
	Number of quotations, downloads and site visits to HDRs, MDGRs, AGRs,	Not available	Not available		▪ Progress reports in general	Information collected during	Feedback from stakeholders	

	AEO, and forums such as AEC and AGF, contributing to development debates and actions				▪ Primary sources	implementation and recorded in progress reports	
	Number of regional, sub-regional and country diagnoses carried out to inform policy options in response to global and regional agreed development goals (e.g., climate risk assessment, food security and hunger reduction targets; youth empowerment)	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders
	Proportion of organizations participating in dialogues on the Post-2015 agenda and sustainable development goals, disaggregated by type of organization (e.g., government, civil society, youth and women)	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders

Outcome 4+1	
Outcome Indicators/Baseline & Targets 1. Number of legislations implemented, granting land ownership to women, number of women receiving agri-loans, proportion of women farmers insured, number of types of insurance targeting women farmers. (baseline and targets to be determined, data sources to be identified) 2. Proportion of SMEs owned by women with access to business development services, proportion of resources allocated to women by FIs ((baseline and targets to be determined, data sources to be identified)) 3. Proportion of women in elected positions at regional and national levels, proportion of women in parliament, proportion of public board positions occupied by women (Baselines: 20.2% proportion of women in Parliament in SSA, 8/48 SSA parliaments represent a 30% rate, Targets: 25% proportion of women in parliament; 48 out of 66 countries achieve 30%; 20/48 countries have female heads of parliament)	Justification Observation Comments

	Proportion of institutional plans, budgets & monitoring systems that integrate gender equality ((baseline and targets to be determined, data sources to be identified))							
N°	Outputs indicators	Baseline	Targets	Achieved	Sources	Main Assumption	Alternative provisions (if main assumption doesn't verify)	
1.	Output (4+1).1. African Union and RECs marshal the necessary analytical capacity and resources to advocate for national gender-sensitive agricultural investments in the region, through identifying viable credit insurance schemes and mechanisms to deliver relevant knowledge to targeted women farmers and raise resources for investment plans							
2.1.1.	Codifying best practice/models for increased women's access to Credit Insurance Schemes in each sub-region and lessons learned to support replicating at regional level	1a UNDP/Equity Bank experience (East Africa), AGFUND (West Africa)	1a- Models for Credit Insurance Schemes codified/replicated 1b- ICT based extension and marketing information system identified/replicated 1c- level of resources mobilized for women for CAADP investment plans		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	
2.1.2.	Identifying and replicating models for ICT/SMS based access to extension and marketing information across the region	Not available	Not available					
	Mobilizing dedicated resources for women in existing AU and	Not available	Not available					

	Regional CAADP investment plans						
2.2.	Output (4+1).2. African Union and RECs successfully advocate national governments to implement policies that enhance women farmers access to financial services, national/regional markets and secure land rights						
2.2.1.	2a # of 2a # of best practices identified and disseminated by AU and RECs related to women led & managed cooperatives in the region.	Not available	Not available				
	2b Proportion of women-owned enterprises engaged in regional trade.	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders
	2c # Regional trade protocols that specifically target women traders	Not available	Not available				
	2d Volume of exchange of food crops through virtual brokering facility.	Not available	Not available				
	2e # national legal frameworks implemented for enhancing women's ownership of land	Not available	Not available				
2.3.	Output (4+1).3. Targeted women and youth entrepreneurs have improved skills and access to financing and business development services						
	3a # women mentored through project with demonstrable improvement in access to	Not available	Not available		▪ Progress reports in general	Information collected during implementation and	Feedback from stakeholders

	finance or business development service				▪ Primary sources	recorded in progress reports	
	3b #success stories produced in print and audio-visual media and made widely available to enhance the awareness of available opportunities	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders
	3c Proportion of registered businesses owned by women under the age of 35	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders
	3d #women benefited from sub-regional incubation centres **3e # young women enterprises who accessed credit through the platform/directory of enterprises owned by young women**	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders
	Output (4+1).4. Enhanced public awareness and debates around the principles of gender equality and women leadership to influence social norms						
	4a:Awards for women leaders with distinction and male gender champions established and presented to successful candidates.	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders
	4b. # of innovative public debates facilitated and	Not available	Not available		▪ Progress reports in general	Information collected during implementation and	Feedback from stakeholders

	publicized on gender equality				▪ Primary sources	recorded in progress reports	
	4c. Mechanism for the Regional /Sub-regional women's parliamentary caucus peer information and experience exchange functional.	Not available	4c. Mechanism for women's parliamentary caucus peer information and experience exchange functional		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	
	4d. Database of regional profile of women leaders established and data widely available across the region.	Not available	4d. Database of regional profile of women leaders established and available in all countries		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	
	4e. Report on the status of gender parity in the regional governance bodies documents progress and widely available	Not available	4e. Report on the status of gender parity in the regional governance bodies publicized in all countries in the region		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	
	Output (4+1).5. Analytical capacities and tools developed and disseminated to integrate gender equality considerations in planning, budgeting and monitoring of AUs and the RECs							

	5a # regional & sub-regional plans, budgets & monitoring systems that integrate gender equality	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	
	5b Proportion of resources allocated in budgets to advance gender equality	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	
	5c # of related learning/knowledge products developed and disseminated	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	
	5d # planning and budget experts trained to promote gender equality	Not available	Not available		▪ Progress reports in general ▪ Primary sources	Information collected during implementation and recorded in progress reports	Feedback from stakeholders	

A.2. Evaluation criteria documenting matrix

N°	Evaluation criteria	Sources	Specific questions (as by TOR)
1.	Relevance	- UNDP policy documents - Projects/Programme background papers - Context analysis chapters in any policy papers of AU - Context analysis chapters in any policy papers of donors	- How has UNDP's operating environment shifted in the region since the adoption of the SP (2014-2017) and the RPD? What strategic opportunities and risks are emerging as a result? (update the RPD situation analysis) - Context analysis and an understanding of how the partnership environment is evolving – how RP can benefit from use of non-UNDP sources?
2.	Effectiveness	- Progress reports in general - Primary sources	At Programme level - What results were achieved by the regional projects and programme at the output level? To which extend did they contribute to the stated outcomes? - Are the Regional Projects and Programme on track to achieve the expected results and what are the gaps left to achieve UNDP's targets in the region? - What is the effectiveness of the component delivered through support to COs? - What are the additionality/contributions of the Regional Programme and Projects on top and above to what COs have achieved? - What are the underlying causes of underperformance and key drivers of success? - What are the key development and advisory contributions that UNDP has made in the region
			At institutional level - How has UNDP reforms influenced UNDP RSCA support to the region/ Countries? - How is the resource situation evolving? - What is the partnership environment in the region? Has UNDP partnership strategy been effective in the region to leverage resources and collaboration? And how can UNDP best positioned itself toward this specific environment and benefit from it? - Are there developments with regard to UNDP's role in the UN RDT and engagement with regional bodies?

			- Did the RSCA adequately invest in, and focus on, Regional and national capacity development to ensure sustainability and promote efficiency
3.	Efficiency	▪ Progress reports in general ▪ Primary sources	- Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned results? - What resources have been used to achieve/produce the results? - Are the financial and human resources used in optimal manner? - How can the projects and programme improve their value for money? - Was there an effective partnership strategy to leverage resources and collaboration?
5.	Sustainability	▪ Progress reports in general ▪ Primary sources	− What is the likelihood that the programme interventions are sustainable? − What mechanisms have been set in place by UNDP RSCA to support the regional institutions /institutional partners to sustain improvements made at the end of the programme? − What changes should be made in the current set of programme partnerships in order to promote sustainability
6.	Lessons learnt & Recommendations	▪ Progress reports in general ▪ Primary sources ▪ Findings of evaluation	- What are the key thematic, operational and institutional lessons to be drawn? - How well is the Regional Programme positioned vis a vis the SDGs? - What are the main recommendations for 2016-17 and beyond?

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5. Regional-programme-2014-2017
6. RP_Gender_Gender Signed Project Document
7. RP_Gender_RBA Gender Regional Project_14 March 2013 (3)
8. RP1_Promoting Inclusive Economic Transformation in Africa (RP1)
9. RP2_Transforming Governance in Africa (RP2)
10. RP3 _Fostering Resilience to Shocks and Threats in Africa (RP3)
11. RP4_Strengthening African Engagement in Global Development Debates (RP4)
12. RP41_Fostering the Inclusive Participation and Effective Contribution of Women in Process of Economic and Political Empowerment (RP4 1)
13. RBA IWP 2014 - Enabling Action
14. 2015 AWP regional programmes
15. RP1_Promoting Inclusive Economic Transformation in Africa (RP1)
16. RP2_Transforming Governance in Africa (RP2)
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26. AU Gender Empowerment Progress Report Jan-Aug 2015
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37. RPA MONITORING FRAMEWORK, CARVALHO
38. MISSION REPORT RSCA, CARVALHO
39. GCS brown bag 10 Nov 2015
40. RBA MONITORING FRAMEWORK

3. List of interviews

- Lobogang Motlana, RSCA Director ;
- Mamadou Ndaw : M&E Unit Team Leader

- Climate Change /Env (Aliou Dia)

- Innovations & KM (Marc Lepage)

-

- Governance Team (Simon, Forster, Vivian)

- South South (Esther, Orria)

- Inclusive Growth (Mansour Ndiaye, Renata, Alexandra)

- Gender Team (Odette, Elizabeth)

- Mohamed Yahya RP Manager

- Laurence Jacquet, Expert Pole II Programme
- John Ikhubaje, AUC
- Adewale ELyanda, AUC

4. Terms of Reference

Context and Rationale

Context

The RBA Regional Programme Document (2013-2017) was developed in full consultation with stake holders to strengthen capacities of the AU and the RECs to benefit from regional public goods. The programme is fully aligned with the UNDP Strategic Plan and was approved by the Executive Board along with its Evaluation Plan. In Regional Bureau for Africa, the RP is organized along 5 outcomes (4 included in the RPD and one outcome on Gender added later on):

Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods, especially for the poor and excluded (SP outcome 1)
Outcome 2: Citizens expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (SP outcome 2)
Outcome 3: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change (SP outcome 5)
Outcome 4: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles (SP outcome 7)
Outcome 4+1: Faster progress is achieved in reducing gender inequality and promoting women's empowerment (SP Outcome 4)

The implementation of the programme coincided with UNDP-wide Structural Review, which resulted in significant changes to staff positions and management arrangements of the Regional Programme. Concurrently, the organization underwent significant budget cuts. In addition, future financial resources available to the Regional Programme remain unpredictable. All these conditions resulted in number of activities being postponed or closed. An Advisory Board meeting of the Regional Programme is being convened in December 2015 and it will provide a forum to discuss options for future direction, including streamlining programmes in face of the fiscal and human resource challenges.

In the framework of the implementation, monitoring and evaluation of the regional programme and projects in Africa, the regional service center of UNDP in Addis has initiated a review process with regional programme and project stakeholders in order to ensure better accountabilities vis a vis donors and beneficiaries.
The programme midterm review is an integral part of this implementation and monitoring processes of the regional programme to ensure effective management of quality development results in the context of UNDP global program and strategic plan 2014 – 2017, to learn lessons from the past two years of experience, to identify necessary mid-course corrections and to feed into the ongoing MTR of the UNDP Strategic Plan.

The review will share a common framework with those of the other RBx, the Global Programme as well as the Strategic Plan MTR. The Regional Programme MTR will also provide valuable and timely feedback to the Advisory Board to facilitate their guidance

Rationale of the Mid-Term Review:
The Mid-Term review of RBA regional programme, responds to different needs:
Necessity to inform senior management and stakeholders on the status of the regional programme
Necessity to identify the progress made so far and the weaknesses associated to the programme after 2 years of implementation,
Need to capitalize best practice and lessons learnt
Need to prepare the RSC/RP Board meeting with clear inputs and progress made by the RP
Need to revise the programmes strategies in accordance with the new budget envelope for 2016
Need to make informed decisions on corrective measures and revision

Objectives
The objective of the midterm review is to assess the progress made on each outcome identified in the regional program and projects document (RPD). Specifically, the review will:
Assess the progress made and the development results achieved by the regional projects and programme: assess the results achieved under each output, and assess to which extend the outputs are contributing to the outcomes;
Assess the contributions of RP results to the GP results and the SP outcomes;
Clearly identify and assess the development effectiveness component delivered through support to COs;

Identify the gaps (differences between the expected results and the achievement) and the reasons for underperforming;
Identify the key drivers for success;
Capitalize best practices and lessons learnt for the remaining year of implementation;
Identify the challenges faced during the implementation;
Assess the effectiveness of Partnership strategies
Propose correctives measures and strategies to overcome these gaps;

Scope of the Mid-term review

The Mid-term review will focus on all regional projects and programme implemented from 2014 to 2015), as listed below.

Project	Outcome	Project period
Approved in 2013		
POLE Phase II ("Stratégies de développement et Finances publiques")	**2**	**2014-2017**
Strengthening the Capacity of IGAD (Intergovernmental Authority on Development) in Building Resilience in the Horn of Africa	**3**	**2015-2017**
Building and Enabling Environment for Women's Economic Empowerment & Political Participation in Africa (AU Gender)	**Gender**	**2013-2016**
Approved in 2015		
Promoting Inclusive Economic Transformation in Africa	**1**	**2015-2017**
Transforming Governance in Africa	**2**	**2015-2017**
Fostering Resilience to Shocks and Threats in Africa	**3**	**2015-2017**
Strengthening African Engagement in Global Development Debates	**4**	**2015-2017**
Fostering Gender Equality and Women's Effective Participation and Contribution to Economic and Political Transformation	**'4+1' (Gender)**	**2015-2017**
Project to Support Oversight of the Regional Programme		**June 2014-2017**

Questions of the Mid-Term review
Relevance:
How has UNDP's operating environment shifted in the region since the adoption of the SP (2014-2017) and the RPD? What strategic opportunities and risks are emerging as a result? (update the RPD situation analysis)
Context analysis and an understanding of how the partnership environment is evolving – how RP can benefit from use of non-UNDP sources?.
Programme Effectiveness:
What results were achieved by the regional projects and programme at the output level? To which extend did they contribute to the stated outcomes?
Are the Regional Projects and Programme on track to achieve the expected results and what are the gaps left to achieve UNDP's targets in the region?
What is the effectiveness of the component delivered through support to COs?
What are the additionality/contributions of the Regional Programme and Projects on top and above to what COs have achieved?
What are the underlying causes of underperformance and key drivers of success?
What are the key development and advisory contributions that UNDP has made in the region

Programme efficiency:
Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned results?
What resources have been used to achieve/produce the results?
Are the financial and human resources used in optimal manner?
How can the projects and programme improve their value for money?
Was there an effective partnership strategy to leverage resources and collaboration?

Sustainability
What is the likelihood that the programme interventions are sustainable?

What mechanisms have been set in place by UNDP RSCA to support the regional institutions /institutional partners to sustain improvements made at the end of the programme?

What changes should be made in the current set of programme partnerships in order to promote sustainability

Institutional Effectiveness

How has UNDP reforms influenced UNDP RSCA support to the region/ Countries?

How is the resource situation evolving?

What is the partnership environment in the region? Has UNDP partnership strategy been effective in the region to leverage resources and collaboration? And how can UNDP best positioned itself toward this specific environment and benefit from it?

Are there developments with regard to UNDP's role in the UN RDT and engagement with regional bodies?

Did the RSCA adequately invest in, and focus on, Regional and national capacity development to ensure sustainability and promote efficiency

Lessons learnt and recommendations

What are the key thematic, operational and institutional lessons to be drawn?

How well is the Regional Programme positioned vis a vis the SDGs?

What are the main recommendations for 2016-17 and beyond?

Expected results:

A report of the Mid-term review will be produced. The report will include the following:

An updated regional situation analysis

The main findings of the Programme Quality assurance assessment

The results achieved by the regional projects and programme and the gaps between the expected results and the results achieved; Results achieved through support to country offices.

An analysis of the situation in regards of the questions of the Mid-term.

Methodology and Approach

The MTR will be done through, discussion with cluster team, review of documents especially monitoring reports, field visit report, relevant workshop finding, report to donors as primary sources of information. In addition, other external sources such as report from others keys development actors will be gathered as secondary sources. These sources will include, AU relevant commissions and technical unit reports, European Union commission reports, RECs reports etc. The RBM unit will assist the programme team in the preparation of the mid-term review and will provide technical advises for all aspect of the review. Whenever needed, tools and template to be used during the Mid-term review will be prepared by the RBM unit.

At least two weeks before the Mid-term review, Projects and Programme managers will have to provide information regarding:

The results achieved by their respective projects and programme (**results should be supported by evidence and refers to external sources as much as possible**).

Analysis of the situation of their projects/programme: financial, expectation, resource mobilization, etc.

A proposed revision of their Projects/programme

Consultation with key stakeholders (factoring-in their views) will have to be organized prior to the Mid-term review.

In preparation of the review, the **Programme QA standards will be assessed.**

Review Team and Management Arrangement

Given that the RP is only in two years of implementation, and that a full evaluation will be conducted in 2016 for all the outcomes cited above, the RBM team in Addis will ensure the review in concertation will the cluster leaders and team, communication advisor, partnership advisor, the programme managers, and all relevant stakeholders. The final report of the review will be produced by an independent consultant. The quality assurance of the final report and the work of the consultant will be ensured by RBM team and the regional programme manager.

Date and duration

The RP midterm review will take place in Addis in November 10- 12th prior to the Board meeting.

List of Participants

A detailed and nominative list will be developed as an annex

RBA senior management

RSC senior management

RP programme coordinator

Cluster leader

RBM Unit :
Communication Advisor
Partnership advisor
Knowledge management team:
Review Indicative Budget

To be finalized
ANNEXES
ANNEX 1: RPD (2013-2017)
ANNEX 2: AWP 2015