Terms of Reference

**Evaluation of the Outcomes of the UNDP Regional Programme Document**

**(or Regional Cooperation Framework-III) for Africa (2008-13[[1]](#footnote-1))**

1. **Background and Context**

The Third Regional Cooperation Framework (RCF III) or UNDP Regional Programme Document (RPD) for Africa (2008 -2011) was approved during the September 2007 meeting of UNDP’s Executive Board and further extended to 2013 during the 2009 Board meetings. Consistent with UNDP’s Strategic Plan and responding to Africa’s development priorities and emerging challenges, the RPD outlines programming interventions to build regional capacities in four broad focus areas, namely:

1. Poverty reduction and the achievement of the MDGs;
2. Consolidating democratic and participatory governance;
3. Conflict prevention, peace building and recovery; and
4. Energy, environment and sustainable development.

The outcomes sought to achieve by the programmes are presented in Annex 1. The associated list of projects, designed and or revised in 2008 or thereafter is also provided in this Annex. The data, by outcomes and focus areas, also summarises the intended objectives, the intended beneficiaries, outputs, duration, budgets and the implementation status of each project.

Programme Resources

Based on the overwhelming needs of the continent, the Executive Board allocated $80 million in TRAC resources for the Regional Programme (RP). There was also a carryover of $30 million from the previous programme cycle. In addition, some $45 million was moblised, principally from the Spanish Government, the Bill and Melinda Gates Foundation and the European Union. These resources have been further supplemented by several re-activated trust funds, amounting to $8.4 million. Between January 2008 and July 2011, regional programme expenditures amounted to some $64 million.

Intended Beneficiaries

The Executive Board directed that all policy and programme interventions emerging from the RPD should be designed from a capacity development perspective, promote targeted institutional and human capital reinforcement programmes in critical areas of African economies, and to be further underpinned by strategies to promote gender equality. The RPD gives preeminence to support to the African Union (AU) and its related Regional Economic Communities (RECs) and, accordingly, regional project documents were formulated with the principal objective of strengthening the capacity of these institutions. Where appropriate, project documents also supported capacity development at national levels, especially where regional/cross border imperatives were clearly demonstrated.

The design Process

In producing the RPD, consultations were held with key regional partners, beginning with the lesson learned from the evaluation of the previous RCF, conducted between September 2006 and January 2007, and supported by regional meetings held with African Representatives to the UN, the Economic Commission for Africa, UNDP Resident Representatives, and selected United Nations specialized agencies, funds and programmes. Some eighteen individual projects documents were later designed three largely by a multi-disciplinary team of consultants, with the support of UNDP staff in 2008 and 2009. Three projects were formulated in 2010, two of which are under implementation.

While most projects from the RCF-II are now financially and operationally closed, in view of their continued relevance to the achievement of current programme outcomes, RBA took the decision to revise and extend two such projects. One was the MDG-based Planning project, which was revised and extended to accommodate UNDP’s expanded work in this area, including the doubling of the number of UNDP/RBA Economic Advisors, making it the largest project in the portfolio, while the other is the multi-donor trust fund in support of the African Peer Review Mechanism (APRM).

Implementation arrangements

The vast majority of new regional projects utilize the DEX/DIM modality. Further, in line with UNDP’s regionalization strategy, most projects are implemented by the two Regional Service Centres (RSCs) in Dakar and Johannesburg. The financial management and operational capabilities of the RSCs have been strengthened to assume the additional responsibilities and, with the exception of one project – Enhanced regional capacities in Africa for preventing and recovering from crisis caused by natural disasters and conflicts (CPR) project, based in the Dakar RSC - all project managers are in place. Two regional projects are directly implemented by RBA Headquarters (the MDG-based Planning and Afica Human Development Report projects), while delegated authority has been granted for two others - the AU Peace and Security Agenda and Human Security (small arms) projects - to be implemented by the UNDP Country Offices (COs) in Addis Ababa, Ethiopia and Abuja, Nigeria respectively. This latter decision was taken in efforts to place such projects closer to beneficiary institutions.

In a few exceptional cases, some regional projects are agency executed/implemented, principally by UNOPS. One half of those projects were exclusively funded by the Spanish Government, one of which has since been closed operationally. Another UNOPS implemented project – Support to Agri-enterprises development (based on the Songhai model) – has been evaluated and will soon be operationally closed, while a third (Contract Negotiations) has been extended to 2012 and is in the process of being evaluated and the findings of both are expected to inform this outcome evaluation. There is also one hybrid where the Bill and Melinda Gates Foundation-funded component of the newly designed DIM Energy project is executed by UNOPS. At the beginning of the Programme cycle, the agency executed/implemented projects were managed by both RBA HQ and the Dakar RSC, but since 2010 all have been directed from the latter. More details on the agency executed projects are provided in the first annex.

Due to a number of factors, among them delays in obtaining signatures/endorsements of the projects and the slow recruitment of project staff, some of the projects formulated in 2009, especially those implemented by the Johannesburg RSC and in the two COs commenced operations much later than the dates specified in the original project documents.

Consistent with its regional nature, RP resources have been channeled primarily, but not exclusively, to support capacity development in the premier regional institutions in Africa – the African Union (AU), its Regional Economic Communities (RECs), such as ECOWAS, SADC, and other related arms, like the NEPAD Planning and Coordinating Agency (NPCA), formerly New Partnership for Africa’s Development. Two projects that are tailored to countries and not regional bodies are the MDG-based Planning and the Contract Negotiations projects.

1. **Evaluation Purpose**

The proposed evaluations are part of the Evaluation Plan that was approved by the Executive Board, and hence mandatory. Further, while some projects commenced operations in 2009 or later, the majority are nearing completion of their mandates, with planned completion in 2011. While a Management and Technical Review was conducted in late 2010/early 2011 for the entire RP, there was insufficient attention to achievement of planned outcomes. These outcome evaluation are intended to rectify this omission. The evaluations will also provide recommendations for future strategic positioning and other necessary inputs to the design of the next cycle of the Regional Programme as well as to the forthcoming independent evaluation of RCF-III.

1. **Scope and Objectives**

Four outcome-based evaluations will be carried out, each covering one of the four focus areas and their related outcomes as follows: seven outcomes listed under focus area one; four outcomes each under the aegis of focus areas two and three; and two outcomes related to focus area four.

The evaluation will cover the design, implementation and results of the entire regional programme in the four thematic areas, thereby cover the period initiation of design - present. The evaluation will geographically cover all areas of SubSaharan Africa benefiting from the RDP interventions. And will include all key stakeholders, including but limited to: Africa Union Commission, NEPAD, Regional Economic Commissions, UNDP Regional Service Centers in Africa.

The evaluation is intended primarily for RBA and RSC senior management and programme staff. The evaluation will also be of use to partner agencies, including the AUC, NEPAD, RECS.

The outcome evaluation is intended to:

1. provide evidence of UNDP’s contribution to Africa’s development effectiveness through the achievement of the outcomes, including the contributory factors and impediments);
2. determine the strategic positioning and relevance of the RCF-III – the strengths, weaknesses, and gaps - especially with regard to the appropriateness of their partnership strategy (including choice of beneficiaries), their logical framework, and any need for mid-course adjustments to meet the outcomes, bearing in mind that certain projects commenced operations late;
3. assess the efficacy of the management and other accountability arrangements of a selected number of projects, using different execution/implementation arrangements (DIM/DEX and agency).
4. distil lessons for future programming, including to inform higher level evaluations[[2]](#footnote-2) and future decision-making and planning for the remainder of the implementation stage of the cycle that has been facilitated by the extension of the RPD to 2013.
5. **Evaluation Questions**

The evaluation will address the development contribution of the RPD and UNDP’s strategic position in the region. For each of the four focus areas, the evaluation will look at the contributions of Regional programme outputs to the outcomes sought. The first component, the contribution to development effectiveness of the region requires answers to the following evaluation questions:

1. Did RPD strengthened the credibility and relevance of UNDP in the region? Did it facilitate UNDP becoming the “partner of first choice” to the beneficiaries as well as donors?
2. Are the intended outputs and outcomes aligned with the key development strategies of the region? Are they consistent with human development needs of the region and the intended beneficiaries? Do the outputs and outcomes address the specific development challenges of the region and the intended beneficiaries? Were there any unintended consequences (positive or negative) that have implications to the human development goals of the region and countris?
3. Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the region (political instability, post crisis situations, etc)?
4. Were the stated outputs and outcomes achieved? Did the programme contribute to the stated outcomes?What are the key development and advisory contributions that UNDP has made/is making towards the outcomes, if any?
5. If goals were not fully achieved, was there any progress? If so, what level of progress towards outcomes has been made as measured by the outcome indicators presented in the results framework?]To what extent was the UNDP programme designed to incorporate in each outcome area contributions to the attainment of gender equality? How did the programmes address the issue of the most marginalized and vulnerable to promote social equity?.
6. Were the outputs achieved in a timely manner without exceeding the allocated resources? Did the programme benefit from the best practices in other regions, south-south cooperation?
7. Were UNDP activities, budgets, outputs, partnerships aligned to produce the intended outcomes? Could these results have been achieved at less cost? Are there synergistic linkages among RPD projects?
8. Did UNDP and partners take prompt action to solve implementation issues?
9. Did partnership strategy enhance UNDP’s ability to achieve results
10. Can the programme results be sustained or enhanced after the withdrawal of UNDP support? How well designed are the exit strategies?
11. What are the key factors that contributed to achieving or not achieving intended results? Were risk mitigation strategies in place and effective?
    * What lessons can be drawn to improve the design and implementation of the next programme? Are there success stories that can be cited as best practices for future programming?
    * What improvements are needed to the regional programme to strengthen its contribution to the development of the Region?
12. How has UNDP approached the scaling up of the successful projects in the programme?

Assessment of UNDP strategic position: The evaluation will assess the strategic positioning of UNDP both from the perspective of organization and the development priorities in the region. From the organization’s perspective, this entails: i) a systematic analysis of the UNDP place and niche within the development and policy space in the region; and ii) the strategies used by UNDP to create and strengthen its position in the region in relation to the core practice areas. From the perspective of the development results in the region, the evaluation will examine the policy support and advocacy initiatives of the UNDP programme vis-à-vis other stakeholders. The core criteria related to the analysis of strategic positioning of UNDP will include:

* Strategic relevance – To what extent has the UNDP programme been relevant to the region’s priorities and UNDP’s mandate? To what extent has UNDP leveraged regional development strategies with its programmes and strategy? What approaches have been used to increase its relevance in the region? Is there appropriate balance between upstream (policy-level) and downstream (project-level) interventions? To what extent are the resources mobilized adequate? To what extent are long-term development needs likely to be met across the practice areas? What are the critical gaps in UNDP programming, if any?
* Responsiveness - To what extent has UNDP anticipated and responded to significant changes in the regional development context? To what extent has UNDP responded to the region’s long-term development needs? What are the missed opportunities in UNDP programming, if any?
* Partnerships and coordination – To what extent has UNDP leveraged partnerships with other UN agencies, governments, civil society organizations, donors and other development partners? Through ‘East-East’ cooperation? To what extent has UNDP coordinated its operational activities with those development partners?
* Promotion of UN values – To what extent has UNDP supported regional efforts in the achievement of MDGs? To what extent has the UNDP programme addressed the issues of gender equity, social inclusion of the vulnerable and disadvantaged groups, and human rights?

1. **Methodology**

The team will be guided by UNDP’s Strategic Plan and the RPD and will utilize the established framework and guidelines laid out in the Handbook on Planning, Monitoring and Evaluating for Development Results.

*Evaluation Criteria*:

In addressing these questions, the evaluation will use the following four criteria: relevance, effectiveness, efficiency and sustainability as defined in the UNDP Planning Monitoring and Evaluation Handbook.

The data (evidence) to answer these questions will be collected through a mixed method approach, using qualitative and quantitative evidence. Evidence will be gathered from i) a thorough desk review of among others, RPD (2008-2013), Strategic Plan (2008-2013), project documents, progress reports and minutes of advisory board meetings, mid-term management and technical review of the RCF-III; and secondary data gathered from related reviews and evaluations in the region in the four focus areas conducted by other actors; ii) field visits, semi-structured interviews and focus group discussions with key stakeholders; and iii) surveys targeting a broader range of beneficiaries and key stakeholders.

*Stakeholder Mapping*

Based on the project documents and the theory of change developed, the Team should identify the key stakeholders to collect data from. This include but not limited to:

Client/Owner: The Director and Deputy Regional Director (DRD), Regional Bureau for Africa; Managers of Regional Service Centers (RSC) in J’burg and Darkar; Managers, the two principal projects representatives (PPRs), based in Addis Ababa and Abuja; and select RR/RCs in the Region.

Major partners: The UN Economic Commission for Africa (UNECA), Africa Development Bank and UNOPS (implementing agency) along with other UNDP central units (BCPR, BDP), to name a few.

Beneficiary regional institutions: African Union Commission (AUC), National Peace Corps Association (NPCA), Uganda, New Partnership for African Development (NEPAD), selected Regional Economic Commissions (RECs), and countries directly benefiting from regional projects;

The methods of data collection as well as the collected data will be triangulated to ensure validity and accuracy. The design and implementation of the four evlauations will be coordinated and findings will be reported so as to facilitate aggregation of findings from all four evaluations can be synthesized int a single report. Key findings will be shared with stakeholders for validation of facts as well as interpretation of data.

Design, Implementation and Quality Assurance:

The evaluations will entail a comprehensive review of the UNDP regional programme portfolio for the periods under evaluation, including an in-depth examination of UNDP’s interventions and results against intended programme outcomes, both anticipated and unanticipated, and positive and negative; factors influencing the results; and analysis of the cross-cutting linkages and their relationship to MDGs. The analysis will identify challenges and strategies for future interventions.

A thorough desk review will be conducted priort to the design. The evaluation design for all four evaluations will be completed during an inception workshop held in New York. The team leader and other team members will meet with primary client (RBA Director) and key stakeholders at the headquarters to receive the necessary inputs to finalize the design of the evaluation. The inception report should be approved by the client before the data collection commences.

The evaluations of the four thematic areas will be conducted simultaneously to minimize evaluative burden on interlocuters. A Review Panel will be constituted as an advisory body to enhance the quality of the design, implementation and the reporting involved with all four evavluations.

After the field work is completed and data analysis concluded, the Team should present the preliminary findings and possible conclusions to the clients (RBA, RSCs, PPRR). Draft of the report will be be shared with the Clients and comments addressed before it is shared with the Review Panel. The quality of the evaluation report will be assessed by the UNDP Evaluation Office and the Guidance Note on the Quality Assessment System can be found at:

Where possible, the Team will cooperate with the UNDP Evaluation Office that is embarked on an evaluation of the RPD (RCF-III) through sharing findings and evidence that will minimize duplication of efforts and evaluation fatigue among stakeholders.

The conduct and reporting of the evaluation will be in accordance with the norms and standards, including ethical conduct prescribed by the UN Evaluation Group (<http://erc.undp.org/index.html>

) and and be consistent with the guidance provided by the Planning Monitoring and Evaluation Handbook, UNDP POPP and the.UNDP Outcome Evaluation Guide:

<http://web.undp.org/evaluation/documents/guidance/UNDP_Guidance_on_Outcome-Level%20_Evaluation_2011.pdf>)

1. **Evaluation Team Composition and Required** **Comptetences**

An independent multi-disciplinary team of five international consultants will be recruited to conduct the evaluations, one to perform the role of team leader and coordinator of the process and, one each with responsibility for one focus area of the RPD. In view of the large portfolio of outcomes and projects in the first focus area, the team leader will also have responsibility to directly evaluate at least two of those related outcomes.

Each international consultant should have an advanced university degree in one of the following areas: Economics, public administration, business administration, international relations. Additionally, all team members will need at least five-years work experience in evaluation matters, and a minimum of 10 years in the case of the team leader. The team leader will take the overall responsibility for the quality of the evaluation report (including finalization of the evaluation report in English).

The **team leader** should be a development expert with at least 10 years of professional experience in conducting evaluations, preferably of the interventions of multinational development agencies.within a global or regional context. Substantive knowledge of the programmatic areas covered in the RPD and solid understanding of the challenges facing Africa, together with proven experience in development/strategic programme formulation, planning, implementation, monitoring and evaluation will be assets. In addition, the team leader is expected to demonstrate the following experiences and competences: (a) understanding of and ability to conceptualise programmatic issues, (b) demonstrated knowledge and experience in the application of UNDP RBM framework, (c) strong analytical skills, including ability to analyze regional and country context and development situations,(d) ability to conduct complex reviews with potential political sensitivities, (e) excellent communication skills, both written and oral, including proficiency in English, with some understanding of French, (f) clearly demonstrated team building and leadership skills, (g) ability to work under pressure and deliver under tight deadlines, and (h) knowledge of the UN, its values and norms.

The team leader will be responsible for overall quality and conduct of the evaluation from the design to implementation to reporting. The Team Leader will lead and manage all aspects of the four evaluations.

The **other team members** should also have at least ten years of work experience in their respective thematic areas, that is: (a) *poverty reduction, with a good understanding of the MDGs, gender, trade and private sector development issues*; (b) *democratic and participatory governance*; including management of election, knowledge management and strategic visioning, (c) *conflict prevention peace building and economic recovery matters, and (d) energy, environment and sustainable development issues, including climate change questions.* A sound knowledge of results-based management, especially results-oriented monitoring and evaluation, would be considered an asset. Additional competences required include: (i) good analytical skills, (ii) good communication skills, both written and oral, including proficiency in English, with some understanding of French, (iii) team building skills, and (iv) knowledge of the UN, its values and norms.

\The division of labor among the five members will be finalized during the inception workshop after the design is finalized and workload can be determined in a realistic manner. Tentatively, the four other international consultants will be expected to be responsible for the following tasks:

* Contribute to the design of the evaluation methodology,;
* Conduct the outcome evaluation in their respective focus areas in coordination with the other team members and following the methodology agreed in the inception report[[3]](#footnote-3);
* Anayse collected data, triangulate and arrive at evidence-based findings, conclusions and recommendations in their evaluation. of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above); and

Contribute relevant sections for the final synthesis report as well as drafting their own evaluation report.

1. **Evaluation deliverables**

The key products expected from this outcome evaluation are:

1. Evaluation inception report outlining the team’s understanding of what is being evaluated and why; key details of the evaluation design, including proposed methods, proposed sources of data, and data collection procedures. The design should identify plausible *theories of change* for each evaluation as envisaged by the clients. The report should include a proposed schedule of tasks, activities, and deliverables, designating a team member with lead responsibility for each task or product. The inception report will be shared with RBA and the Advisory Panel.
2. Draft evaluation report., a first draft report will be shared with RBA Deputy Director,RSCs, Project Managers and the Advisory Panel to ensure that the evaluation meets the required quality criteria and verify if there are factual and interpretive errors.
3. Final comprehensive analytical report in English that should, that should meet the UNEG norms and standards and be in accordance with the UNDP Planning, monitoring and evaluation handbook.
4. Evaluation brief and other knowledge products

As mentioned earlier, the reports shall meet the norms and standards set by UN Evaluation Group and follow the format outlined in the UNDP Planning, Monitoring and Evaluation Handbook.

1. **Evaluation Ethics**

The evaluation will be conducted in accordance with the principles outlined in the UNEG “Ethical Guidelines for Evaluations”, which, among other things, addresses safeguards to the confidentiality of information providers.

1. **Implementation Arrangements**

The Regional Programme Unit, under the guidance of the RBA Deputy Director, will manage the outcome evaluation process and in this context, will assist the consultants to organise meetings at the UNDP Headquarters, starting with the RBA Directorate in New York and missions to consult with stakeholders at the field level, including beneficiary institutions and the RSCs. Field visits will be arranged to the two RSCs in Dakar and Johannesburg as well as Ethiopia and Nigeria for consultations with PPRRs, project managers, evaluation advisors and any co-located beneficiary and partner institution. The names of relevant organisations to be visited will be finalized at a later stage. Visits to countries where there is no RSC or PPRR, will be arranged through the relevant UNDP CO.

The evaluation will be conducted over a period of 45 work days, starting in April, 2012, broken down as follows: the team leader will work 45 work days and the other international consultants will work 35 work days each.

The inception workshop will be held in New York to ensure that the evaluation team and RBA has the same understanding of the evaluation and clarify any misunderstanding at the outset. An inception report will be submitted to RBA within 10 days of the assignment, followed by an initial draft of the evaluation report within 30 days of the assignment. The final evaluation report should reflect comments and suggestions provided after each submission.

Fees, travel expenses (tickets and DSA) for the evaluation will be provided in accordance with UN regulations and the full cost of the evaluation will be charged to the operational regional projects on a pro-rated basis.

**Annex I**

**OUTCOME EVALUATION PLAN (outcomes, associated projects & programme budget)**

| **Focus Area** | **Outcome** | **Associated Projects,** including summaries the intended objectives, the preparatory process, the intended beneficiaries, outputs, duration and the implementation status | **Programme Budget[[4]](#footnote-4)** |
| --- | --- | --- | --- |
| **POVERTY REDUCTION AND ACHIEVEMENT OF THE MDGS** | 1. **Regional, sub-regional and national strategies for higher levels of pro-poor growth and reduction of gender inequalities formulated/ implemented.** | 1. **Regional Programme for Social Cohesion and Youth Employment for Sub-Sahara Africa**   **Atlas Award ID: 00049285**  **Atlas Project ID: 00059993**  **Summary/objectives:** Generation of decent employment, particularly for young people, and promote social cohesion through support to the formulation and implementation of appropriate pro-poor policies, capacity strengthening of labour market institutions, (including improved management of labour statistics) and the creation of sustainable enterprises. Targeted African countries include Cape Verde, Cote d’Ivoire, Gambia, Guinea, Guinea Bissau, Kenya, Liberia, Lesotho, Malawi, Mozambique, Senegal and Sierra Leone. Regional institutions (ECOWAS, MRU, SADC, etc), civil society including youth organizations and the private sector are also beneficiaries**.**  **Outputs:**   1. Strengthened capacity for the compilation and monitoring of labor and employment statistics in the selected countries; 2. Comprehensive pro-employment macro-economics and national frameworks developed in the selected countries; 3. Medium term, fully costed action plans for youth employment prepared in the selected countries; 4. Increased paid and self-employment through enterprise development and job creation, including the development of at least one youth employment programme and training activities initiated in each of selected countries; 5. A functioning platform for social cohesion in sub-Saharan Africa developed and support to social dialogue amongst the tripartite interest of government, labor unions and employers’ organizations strengthened. 6. Direct support provided through country specific projects in the selected pilot countries.   **Duration:** 2008-2010  **Location and implementation**: Dakar, DEX/DIM | **Total Budget:** $24,790,000  **TRAC:**  **Donors:**  $17,021,277 (Spain) |
| 1. **Agri-Enterprise Development for Stimulating Rural Economies in Africa**   **Atlas Award ID: 00050909**  **Atlas Project ID: 00063135**  **Summary/objectives:** A joint initiative between FAO, IFAD, ILO, UNDP and UNIDO, and working in partnership with Songhai Centre, an international NGO based in Benin, the project is intended to improve rural livelihoods, increase incomes and provide decent employment opportunities for youths and the unemployed through interventions that stimulate investment in sustainable agri-enterprise development, and create incentives for private sector engagement. The intended beneficiaries include the Songhai Centre and COs.  **Outputs:**   1. A Regional Centre of Excellence for Agribusiness and Entrepreneurship Development established. 2. National Centres for Agri-Enterprise Development (NCAED) countries established in participating countries 3. Viable agri-businesses established in participating countries 4. Enhanced linkages between agri-business to credit, market and business support service providers through networking leading to improved productivity and profitability 5. Improved business environment for SMEs facilitating agri-businesses registration and employment generating approaches   **Duration:** 2008-2010  **Location and implementation**: Dakar; Agency (UNOPS) | **Total Budget:** $3,499,100  **TRAC:** $3,000,000  **Donors:** $150,000 (MASHAV Government of Israel) |
| 1. **Regional Project for Gender Equality and Women's Empowerment in Africa**   **Atlas Award ID: 00057958**  **Atlas Project ID: 00071785**  **Summary/objectives:** Enhanced regional capacities to formulate and implement gender-responsive MDG-based policies and strategies; gender equality and women’s empowerment in all focus areas promoted; and women’s economic, political and social empowerment supported. Among the intended beneficiaries are the AU, RECs, Governments, CSOs (including universities and think-tanks), and African women’s organizations.  **Outputs:**   1. Enhancing capacity for policy makers, planners and practitioners to formulate, implement and monitor gender-responsive MDG-based policies, strategies, plans and budget frameworks, and ensure gender-responsive programming across UNDP focus areas. 2. Promoting women’s economic empowerment, employment opportunities and an enabling institutional and regulatory environment for equal access to economic and natural resources. 3. Strengthening women’s leadership and influence in policy-making and public and private governance, in both development and post-conflict contexts, in order to affect social and political change.   **Duration:** 2009-2011  **Location and implementation**: Johannesburg; DEX/DIM | **Total Budget:** $4,942,250  **TRAC:**   * Regional: $4,500,000 * Global: $230,000 |
| 1. **Regional Project to Strengthen Institutional Capacities to Accelerate Pro-Poor Growth and Accountability in Sub-Saharan Africa**   **Atlas Award ID: 00057960**  **Atlas Project ID: 00071787**  **Summary/objectives:** Enhanced capacities of African institutions (AUC, selected RECs - COMESA, CEMAC, ECOWAS, IGAD - and subsidiary bodies, such as the MRU) to promote Pro-Poor Growth and Accountability leading to accelerated processes and approaches to regional integration; leadership and ownership by African institutions of the partnerships for capacity development; and sustainability of capacity development programmes at country level, through the conceptualization, design and implementation of capacity development interventions  **Outputs:**   1. AUC has systems, procedures and competencies to implement its new Strategic Plan 2. Four Regional Economic Communities (CEMAC, COMESA, ECOWAS, and IGAD) and one subsidiary body (MRU) have systems, procedures and competences to function more effectively and efficiently. 3. African Capacity Development Forum to promote partnerships and to facilitate policy dialogue and resource mobilization for capacity development issues established under the leadership of NEPAD. 4. AUC, RECs, countries and centres of excellence have access to documented and appropriate tools, methodologies and innovative approaches to improve their CD services and programming. 5. At least 16 RBA countries have articulated a clearly defined capacity development agenda which is nationally driven and which is being implemented.   **Duration:** 2009-2011  **Location and implementation**: Johannesburg; DEX/DIM | **Total Budget:**  $6,415 ,000  **TRAC:** $5,236,000  **Donors:**  $1,179,000 (OHADA Trust Fund)[[5]](#footnote-5) |
| 1. **Regional Project for Supporting MDG-based National Development and Poverty Reduction Strategies in RBA countries[[6]](#footnote-6)**   **Atlas Award ID: 00045545**  **Atlas Project IDs:**   * **00071832-Phase II Support MDG-2009-2010** * **00062631-RBA Senior Economist Programme** * **00076325-PSIA**   **Summary/objectives:** To contribute to accelerating progress towards the attainment of the MDGs in at least 40 RBA countries through strengthened national technical and institutional capacities to formulate, implement and effectively monitor MDG-based national development and poverty reduction strategies as well as facilitating partnerships in support of them.  **Outputs:**   1. Core Teams of Government Central and Sectoral Planners trained in conducting MDG needs assessments and formulating MDG-based poverty reduction strategies in at least RBA 40 countries. 2. Capacity of CSOs and private sector enhanced for engaging national authorities effectively in MDG-based planning processes. 3. Two RBA MDG Support Teams, comprising of at least 4 MDG-based Planning Specialists each established and operating fully from Dakar and Johannesburg respectively with effect from 2007. Collaborative working relationship between the RBA Specialists and BDP experts in the context of MDGSS strengthened. 4. Partnerships formed between UNDP and CSOs in MDG advocacy and mainstreaming in national development strategies. Closer collaborative arrangements established between UNDP, AU, ECA and ADB in support of MDG-based planning processes in RBA countries. 5. Systematic process and mechanism for capturing and disseminating experiences and best practices in MDG-based planning among RBA established.   **Duration:** 2006-2011  **Location and implementation**: New York; DEX/DIM | **Total Budget:** $45,866,000  **TRAC** : $6,646,000 (from the previous programme cycle); $32 million added during the major revision of 2008 and an additional $4 million added in 2009 as explained in the footnote;    **Donors:**   * $1,640,000 (Hunger Trust Fund) * $710,000 (Belgium Trust Fund) * $870,000 (NATCAP Trust Fund) |
| 1. **Regional Project for the Production of the 2011 African Human Development Report (AfHDR) on “Food Security for Human Development”**   **Atlas Award ID: 00060799**  **Atlas Project ID: 00076700**  **Summary/objectives:** Contribute to pro-poor growth policy formulation and implementation and the realization of the MDGs in Sub-Saharan Africa through investigation of the linkages between human development and the various dimensions of food security, thereby providing the basis to inform and influence related development policies and practices and the advancement of human development. In addition, the project is intended to equip key national and regional stakeholders - decision makers, parliamentarians, the private sector, CSOs, and the media - with the knowledge, tools and evidence to forge progressive movements/alliances around food security.  **Outputs:**   1. Structured consultations on the theme of the 2011 AfHDR with key stakeholders at national, regional and global levels conducted; 2. Analytical and policy advocacy documents (including commissioned studies, country case studies, communications packages) on the theme of the 2011 AfHDR produced; 3. 2011 African Human Development Report (AfHDR) produced   **Duration:** 2010-2012  **Location and implementation**: New York; DEX/DIM | **Total Budget:** $1,604,000  **TRAC:** $1,119,000  **Donors:**  $485,000 (Bill and Melinda Gates Foundation) |
| 1. **Regional Project for Capacity Development for Negotiating and Regulating Investment Contracts**   **Atlas Award ID: 00050087**  **Atlas Project ID: 00061685**  **Summary/objectives:** Strengthened capacity of African countries to negotiate, manage and regulate large-scale investment contracts, particularly in, but not limited to, the natural resources sector, as well as strengthened capacity for pro-poor natural resource revenue management.  **Outputs:**   1. Appropriate policy frameworks for dealing with issues and implications of negotiated contracts formulated and adopted 2. A regional facility for strengthening the capacity of African states to negotiate, regulate and arbitrate investment contracts established. 3. Increased capacity of African states to maintain, regulate and arbitrate contracts. 4. Minimum standards for concessions at regional and sub-regional levels drafted and presented to regional and sub-regional institutions. 5. Mechanism for regular dialogue among countries with negotiated concessions by area or sector. 6. National regulatory frameworks for natural resource management strengthened. 7. National capacities to strengthen effective, accountable and transparent management of revenues supported. 8. National pro-poor and sustainable revenue management strategies developed and implemented. 9. National strategies for increased use of local content, engagement of SMEs and increased value-addition developed. 10. Sub-national and local development strategies for natural resource revenue management formulated and implemented. 11. Comprehensive data base or access to data, on key industries and firms engaged in negotiating concessions with African countries established. 12. Policy dialogue on Codes of Conduct for the extractive industry established. 13. Best practices and lessons learned in contract negotiations and natural resource revenue management captured and disseminated with regular intervals.   **Duration:** 2008-2011[[7]](#footnote-7)  **Location and implementation**: Dakar; Agency (UNOPS) | **Total Budget:** $6,793,745  **TRAC:** $4,798,745 plus $798,745 added in 2011  **Donors:** $2,000,000[[8]](#footnote-8) |
| 1. **Pôle de Dakar**   **Atlas Award ID: 00048859**  **Atlas Project ID: 00059205**  **Summary/objectives:** Support to the integration of national medium and long-term strategies of development into public finance management of African countries in order to strengthen the role of poverty-reduction strategies in multi-year budget planning and improve their implementation for the achievement of the MDGs.  **Outputs:**   1. National authorities advised with reliable diagnoses in joint planning / budget 2. The experiences of joint planning / budget are capitalized 3. The partnership is extended to other technical and financial partners and the Pole activities are consolidated   **Duration:** 2007-2011  **Location and implementation**: Dakar, DEX/DIM | **Total Budget:** $2,293,844  **Donors:**   * $381,679 (France) * $500,000 (OHADA Trust Fund)[[9]](#footnote-9) * $500,000 (Spain) |
| 1. **Accelerated pace of progress towards attainment of the MDGs in Africa and adequate resources mobilized in support of them** | 1. **Regional Project for Capacity Development for Negotiating and Regulating Investment Contracts** (For further details on this project see above) |  |
| 1. **Strengthened capacity of African countries for increased participation in global trade and linking trade policies to poverty reduction** | 1. **Regional Project for Capacity Development for Negotiating and Regulating Investment Contracts** (For further details on this project see above) |  |
| 1. **Building African Capacity to Gain Maximum Benefit From Inclusive Globalization and Regional Integration**   **Atlas Award ID: 00057944**  **Atlas Project ID: 00071768**  **Summary/objectives:** Institutional capacity development of AUC, RECs and African countries to enable them participate more effectively in global trade, link trade policies to poverty reduction and to arrive at common regional/African positions in global trade negotiations  **Outputs:**   1. Strengthened capacity for trade and development finance negotiations. 2. Evidence-based trade policy making through enhanced capacities in research and analytical work 3. Increased participation of women in regional and global trade.   **Duration:** 2009-2011  **Location and implementation**: Johannesburg; DEX/DIM | **Total Budget:** $4,100,000  **TRAC:** $3,000,000 |
| 1. **Outcome of trade negotiations reflect common African position** | 1. **Building African Capacity to Gain Maximum Benefit From Inclusive Globalization and Regional Integration** (For further details on this project see above) |  |
| 1. **Capacity depletion in critical social sectors linked to pandemics, especially HIV/AIDS, tuberculosis and malaria halted** | 1. **Accelerating Efforts to mitigate the impact of AIDS on Human Development in Sub-Saharan Africa**   **Atlas Award ID: 00057959**  **Atlas Project ID: 00071786**  **Summary/objectives:** Strengthened capacities of AU, RECs and national governments, including CSOs, to formulate and implement targeted policies and strategies aimed at mitigating the impact of AIDS, including the gender dimensions, and the attendant negative consequences on Africa’s development efforts.  **Outputs:**   1. AIDS mainstreamed in the work and core mandates of regional organizations and entities. 2. Governance of AIDS responses at the regional and sub-regional levels coordinated 3. Model legislation for HIV adopted 4. Regional and national AIDS strategies effectively address negative gender norms associated with HIV 5. Regional partnerships to address HIV among men who have sex with men and transgender populations established. 6. Trade, health and intellectual property legislation for sustainable access to ARV enabled.   **Duration:** 2009-2011  **Location and implementation**: Johannesburg; DEX/DIM | **Total Budget:** $2,250,000  **TRAC:** $2,000,000 plus $250,000 added in 2011 |
| 1. **Conducive policy and regulatory environment for private sector growth, including private sector participation** | 1. **Private Sector and Inclusive Market Development for Poverty Reduction in Africa: African Facility for Inclusive Markets (AFIM)[[10]](#footnote-10)**   **Atlas Award ID: 00060718**  **Atlas Project ID: 00076580**  **Summary/objectives:** As the main vehicle to support the implementation of UNDP’s Private Sector Strategy on “Promoting Inclusive Markets” in Africa, the project is intended to facilitate a condusive policy and regulatory environment for private sector growth and participation and a more diversified private sector, including Small and Medium Entrepreneurs, at national and regional levels. The project targets RECs, national governments, communities, MSMEs and UNDP COs.  **Outputs:**   1. Increased capacity of regional organizations, governments, and other stakeholders to support inclusive market development in the region; 2. Inclusive market development initiatives at sub-regional and country levels developed and supported. 3. Alliance of partners for African inclusive market development established 4. Improved access to finance for small producers and enterprises facilitated.   **Duration:** 2010-2013  **Location and implementation**: Johannesburg; DEX/DIM | **Total Budget:** $4,815,000  **TRAC:**   * $3,000,000 (Regional) * $780,000 (UNDP Partnership Bureau)   **Donors:** $480,000 (Japan)[[11]](#footnote-11) |
| 1. **Regional Programme for Social Cohesion and Youth Employment for Sub-Sahara Africa** (For further details on this project see above) |  |
| 1. **Regional Project for Capacity Development for Negotiating and Regulating Investment Contracts** (For further details on this project see above) |  |
| 1. **Regional Project for Gender Equality and Women's Empowerment in Africa** (For further details on this project see above) |  |
| 1. **Diversified private sector, including SMEs** | 1. **Regional Programme for Social Cohesion and Youth Employment for Sub-Sahara Africa** (For further details on this project see above) |  |
| 1. **Private Sector and Inclusive Market Development for Poverty Reduction in Africa: African Facility for Inclusive Markets (AFIM)** (For further details on this project see above) |  |
| **CONSOLIDATING DEMOCRATIC AND PARTICIPATORY GOVERNANCE** | 1. **Enhanced political participation and management of elections** | 1. **Regional Project for Gender Equality and Women's Empowerment in Africa** (For further details see above) |  |
| 1. **Consolidating Democratic and Participatory Governance in Africa[[12]](#footnote-12)**   **Atlas Award ID: 00058204**  **Atlas Project ID:**   * **00072195 Support to the African Peer Review Mechanism (APRM)** * **00072221 Support to the Africa Governance and Public Administration Programme** * **00072207 Support to strengthen governance capacities of the African Union (AU) and Regional Economic Communities (RECs)** * **00072209 Support for the coordination of Joint UNECA/UNDP Governance Initiatives** * **00072258 Programme and Knowledge Management**   **Summary/objectives:** This umbrella governance programme aims to support Africa’s efforts at consolidating participatory and democratic governance through focus on four key components, namely: (a) strengthening the governance capacities of the AU and RECs, including support to the organizations to conduct and monitor elections; (b) support to the Africa Governance and Public Administration Programme; (c) more effective management of governance knowledge, primarily through support to the African Peer Review Mechanism; and (d) joint UNECA/UNDP governance initiatives, including collaboration on the Africa Governance Report and the African Governance and Development Forums. The programme is also designed to mainstream gender equality and women’s empowerment as well as build synergies with UNDP governance programmes at country and global levels.  **Intended beneficiaries:** AU, RECs, Governments and CSOs  **Outputs:**   1. Enhanced national and regional institutional capacities and processes for democratic governance, including capacities of CSOs, women and non-state actors to effectively organize, conduct and monitor elections. 2. Increased capacities of African Union (AU) and Regional Economic Communities (RECs) and their institutions for responsive, transparent and accountable public service delivery 3. Increased capacities of AU and RECs and their institutions for implementing governance initiatives and programmes 4. Greater popular awareness of the governance missions, vision, strategic plans and activities of the AU and RECs 5. An effective Executive Secretariat of the Africa Forum with well-functioning programmes that harness the experiences, good offices and moral authority of its members. 6. Improved capacity of governance institutions in landlocked and transit developing countries in Africa to design, implement and monitor trade facilitation measures so as to enhance regional integration. 7. Capacities of African governance institutions, networks and think-tanks strengthened. 8. Knowledge of governance identified, codified and shared 9. Democratic governance assessment tools developed and/or modified.   **Duration:** 2008-2011  **Location and implementation**: Johannesburg; DEX/DIM | **Total Budget** $20,170,600  **TRAC:** $18,000,000[[13]](#footnote-13)  **Donors:**  $3,900,000 (Norwegian Trust Fund)  $5,300,000 (Spain) |
| 1. **Strengthened economic governance and enhanced service delivery** | 1. **Regional Project for Capacity Development for Negotiating and Regulating Investment Contracts** (For further details on this project see above) |  |
| 1. **Consolidating Democratic and Participatory Governance in Africa-Support to the Africa Governance and Public Administration Programme** (For further details on this project see above) |  |
| 1. **More effective regional institutions** | 1. **Consolidating Democratic and Participatory Governance in Africa- Support to strengthen governance capacities of the African Union (AU) and Regional Economic Communities (RECs)** (For further details on this project see above) |  |
| 1. **Better understanding, codifying and sharing of best African practices in governance** | 1. **Consolidating Democratic and Participatory Governance in Africa- Support for the coordination of Joint UNECA/UNDP Governance Initiatives & Programme and Knowledge Management** (For further details on this project see above) |  |
| 1. **African Peer Review Mechanism Implementation Support (Phase 2-APRM Trust Fund)**   **Atlas Award ID: 00035395**  **Atlas Project ID: 00045180**  **Summary/objectives:** Building capacity for the effective and efficient implementation of the APRM through the provision of technical and financial support to the Panel and Secretariat, including advocacy and awareness building, and to APRM countries in undertaking their own review.    **Intended beneficiaries:**  Algeria, Angola, Cameroon, Republic of Congo, Egypt, Ethiopia, Gabon, Benin, Burkina Faso, Mali, Mauritius, Senegal, Tanzania, Lesotho, Sierra Leone, Malawi, Ghana, Kenya, Mozambique, Nigeria, Rwanda, South Africa and Uganda.  **Outputs:**   1. Operational Support to the APR Panel 2. Regularly scheduled APR Panel meetings 3. Panel members participate in APR activities 4. APR Forum effectively serviced 5. An organizational development proposal for the organization, structure and functions of the APR Secretariat and tis infrastructure elaborated and adopted. 6. APR Secretariat fully established and functional 7. The APR Pool of Experts fully operational 8. A team of consultants to research and prepare background papers identified and recruited for the countries that started their APR processes. 9. Effective communication and promotion of APRM undertaken. 10. Country APR Focal Points identified, confirmed and supported (by country and local partners) 11. An Advance Mission to each country to foster common approach undertaken 12. Country National APR Structure and Strategy established and confirmed by countries 13. Support Mission to 12 countries to confirm national arrangements and to sign Memorandum of Understanding on APRM implementation dispatched. 14. Country progress monitored and effective support provided 15. Country review processes planned and organized, including identification and recruitment of a team of consultants. 16. Country Background Paper approved by Panel 17. Country Self-assessment Report and preliminary Programme of Action received, analyzed and Issues Paper produced and approved by Panel 18. Country Review Visit Programme planned, Team selected, approved by Panel and oriented to common vision and mission 19. Country review visits conducted 20. Country review report produced and finalized 21. APR workshop on experience sharing supported and convened 22. Publications in AU working languages 23. APRM review handbook prepared and published. 24. Country databases on reviews set up and activated tacking full advantage of the African Governance Inventory 25. Technical oversight and monitoring   **Duration:** 2005-2013  **Location and implementation**: Johannesburg; DEX/DIM | **Total Budget:** $16,107,440  **TRAC:** $2,750,000  **Donors:**  $5, 681,340 (CIDA)  $2, 141, 901 (EC)  $2,001, 829 (DFID)  $869,241 (Switzerland)  $399,315 (Spain)  $1 million (Algeria)  $100,000 (Lesotho)  $97,821 (Senegal)  $100,000 (Malawi)  $100,000 (Mauritius) |
| **CONFLICT PREVENTION, PEACE BUILDING AND ECONOMIC RECOVERY** | 1. **More effective regional institutions for crisis prevention** | 1. **Support for the Implementation of the Peace and Security Agenda of the African Union Commission**   **Atlas Award ID: 00058016**  **Atlas Project ID: 00071895**  **Summary/:** Capacity development of the Peace and Security Department and related organs of the African Union Commission, as well as member states to effectively address the challenges to African peace and security  **Outputs:**   1. Enhanced capacity of AU PSD to perform core functions and to respond to the increasing volume and complexity of crises on the continent. 2. Capacity for strategic planning, programming and coordination to guarantee better implementation of its activities developed. 3. Effective operationalization of the African Peace and Security Architecture. 4. Enhanced implementation of the Common African Defense and Security Policy, including strengthening regional and continental mechanisms to control of small arms and light weapons. 5. Enhanced coherence of the funding mechanism for the AU Peace and Security Agenda.   **Duration:** 2008-2011  **Location and implementation**: Addis Ababa; DEX/DIM | **Total Budget:** $12,366,241  **TRAC:** $5,000,000 |
| 1. **Enhanced Regional Capacities in Africa for Preventing and Recovering From Crisis Caused by Natural Disasters and Conflicts[[14]](#footnote-14)**   **Atlas Award ID: 00061087**  **Atlas Project ID: 00077226**  **Summary/objectives:** Directed primarily at the RECs and selected member states, this project is intended to build their capacity to better prepare for, respond to, and recover from natural disasters and man-made conflicts  **Intended beneficiaries:** AUC, Southern African Development Community (SADC), Economic Community of West African States (ECOWAS), Inter-Governmental Authority on Development (IGAD), Economic Community of Central Africa States (ECCAS), East African Community (EAC) and CSOs.  **Outputs:**   1. Increased disaster risk management capacities and resources in selected Regional Economic Communities 2. Enhanced regional early warning and disaster preparedness and response through strengthening of national level capacities in at-risk nations to natural disasters. 3. Improved coordination between Regional Economic Communities, civil society and the private sector, with national governments, to plan for, and to address, disaster risks. 4. REC’s capacity for and collaboration in crisis prevention and recovery developed. 5. Increased capacity of RECs in early warning for crisis prevention, recovery and peace building. 6. Enhanced engagement and involvement of civil society and private sector entities in CPR processes of RECs 7. Human resource, technical and financial support for CPR in RECs is sustained after the phased withdrawal of UNDP support.   **Duration:** 2008-2013  **Location and implementation**: Dakar, DEX/DIM | **Total Budget:** $7,259,400  **TRAC:**  $6,000,000 |
| 1. **Effective regional mechanisms for disaster preparedness and response** | 1. **Enhanced Regional Capacities in Africa for Preventing and Recovering From Crisis Caused by Natural Disasters and Conflicts** (For further details on this project see above) |  |
| 1. **Greater responsiveness to and sustainable recovery from crises** | 1. **Enhanced Regional Capacities in Africa for Preventing and Recovering From Crisis Caused by Natural Disasters and Conflicts** (For further details on this project see above) |  |
| 1. **Human security enhanced** | 1. **Enhanced Human Security Through the Strengthening of the Capacity of Regional and Sub-regional Organizations to Control Small Arms and Light Weapons in Africa**   **Atlas Award ID: 00058023**  **Atlas Project ID: 00071905**  **Summary/objectives:** Capacity built in RECs and among selected member states to control and reduce the stock-piles and flow of illicit small and light weapons by enhancing their ability to monitor, register and control the cross-border trafficking of illicit small arms and light weapons (SALW).  **Outputs:**   1. Enhanced institutional mechanism and implementation capacity for the monitoring of arms transfers and trans-boundary flows of SALW in accordance with the legal requirements of regional and sub-regional institutional protocols ratified by the governments of the four RECs (ECOWAS, SADC, EAC and ECCAS) 2. Qualified and trained Law enforcement, intelligence, customs and security agency personnel committed and adequately equipped to enforce international agreements for the management and control of all cross border trade licit and illicit arms. 3. Established mechanism and framework for sharing experiences and best practices on the formulation of coordinated strategies and policies on SALW control incorporating results based management under the leadership of the African Union.   **Duration:** 2009-2011  **Location and implementation**: Abuja; DEX/DIM | **Total Budget:** $3,140,812  **TRAC:**  $3,000,000  **Donors:**  $80,000 (Norway)  $60,000 (The Netherlands) |
| **ENERGY,**  **ENVIRONMENT AND SUSTAINABLE DEVELOPMENT** | 1. **Enhanced capacities of regional and sub-regional institutions to deliver both environmental and energy services** | 1. **Regional Energy Project for Poverty Reduction**   **Atlas Award ID: 00051408**  **Atlas Project ID: 00063997**    **Summary/objectives:** The strengthening of the capacities of institutions to establish enabling policies and institutional frameworks for scaling-up the delivery of modern energy services to rural and peri-urban populations in Sub-Saharan Africa.  **Intended beneficiaries:** RECs (ECOWAS, EAC, SADC &ECCAS), key government ministries and their officials, UNDP country offices, national electricity & energy utilities, local authorities and organized local energy enterprises.  **Outputs:**   1. All Regional Economic Commissions/Communities (RECs) with regional energy access frameworks and countries with energy access integrated into national development plans. 2. Coordination, organizational and technical capacities of ECOWAS and EAC energy divisions strengthened to support the implementation of their respective regional energy policies in the member countries. 3. Decentralized and local level managed energy services delivery/models such as multi-functional platforms scaled up to include East and West Africa 4. An operational information and knowledge management system incorporating data on energy poverty, energy access policies, financing options and successful delivery mechanisms   **Duration:** 2009-2011  **Location and implementation**: Dakar; DEX/DIM[[15]](#footnote-15) | **Total Budget:** $25,219,839  **TRAC:** $3,500,000  **Donors:** $2,300,000 (EC)  $18,999,839 (Gates Foundation) |
| 1. **Management of Environmental Services and Financing for Sustainable Development**   **Atlas Award ID: 00057110**  **Atlas Project ID: 00070437**  **Summary/objectives:** Bringing to the attention of African governments, the private sector and other key regional and national stake-holders, the urgent need to find sustainable ways to restore and manage natural ecosystems, while also, establishing enabling conditions for countries, particularly their low income communities and indigenous people and farmers, to access environmental/carbon finance from emerging carbon/environmental finance markets.  **Outputs:**   1. Countries familiar with building blocks of Bali road map, effectively participate in the post Kyoto climate change regime and a foundation established for Africa’s participation in carbon/environment finance. 2. Sub-regional mechanisms for managing shared environmental resources including instruments & guidelines for land use and tenure options developed and linkages to development and economic benefits strengthened. 3. Capacities of key ministries, private sector, public utilities and local communities strengthened, to actively promote and participate in Payment for Ecosystem Services (PES) using existing PES pilots as a basis for determining areas for capacity strengthening and for addressing constraints. 4. Capacities of Designated National Authorities strengthened with key staff fully familiar with Clean Development Mechanism (CDM) procedures, eligibility criteria and contribution of CDM to national development priorities and CDM projects in the pipeline or under development.   **Duration:** 2009-2011  **Location and implementation**: Johannesburg; DEX/DIM | **Total Budget:** $3,400,000  **TRAC:** $3,400,000 |
| 1. **Participation of African governments in environmental finance** | 1. **Management of Environmental Services and Financing for Sustainable Development** (For further details on this project see above) |  |

**Annex II**

**Preliminary List of Documents for Desk Review**

* UNDP Strategic Plan
* RPD III
* Evaluation of the 2nd Regional Programme
* Project documents
* Relevant project evaluations
* Report of the Technical and Management Review of UNDP RPD
* Cumulative and individual financial tables
* Project Annual Work Plans
* Quarterly and or annual project progress reports
* RBA’s CD-PGA framework
* Minutes of the Steering Committee (Project Board) Meetings where they exist
* Ethical Code of Conduct for Evaluation in UNDP
* UNDP Handbook on Planning, Monitoring and Evaluation for Development Results including the addendum
* The revised UNDP guidance to outcome evaluations.

<http://web.undp.org/evaluation/documents/guidance/UNDP_Guidance_on_Outcome-Level%20_Evaluation_2011.pdf>)

**Annex III**

**Questions Related to the Evaluation Criteria**

The evaluation will assess performance in accordance to the following standard criteria:

Relevance

1. Assess the overall strategy deployed by the respective project and analyze whether the Project’s regional based approach addresses the needs and demands of the beneficiaries, and the beneficiary response.
2. Assess the relevance of the tools/instruments/inputs applied by projects for strengthening capacity of African states, including the technical input.
3. Assess the relevance and effect of technical assistance and training workshops given to the project beneficiary institutions/countries.

Effectiveness

1. Assess the performance of the projects with particular reference to qualitative and quantitative achievements of outputs and targets as defined in the project documents and work-plans and with reference to project baselines.
2. Assess the effectiveness of programme/project resource mobilization; what specific improvements are needed, if any, to enhance resource mobilization.
3. Assess the extent to which the strategies adopted to produce results bring to bear UNDP’s role in capacity development and knowledge management.

Efficiency

1. Analyze the role of the Project Steering Committees (PSC)/Project Boards, where they exist, and whether this forum is optimally being used.
2. Assess the timeline and quality of the reporting to the Project Boards; how well was the feedback from the Project Boards used to strengthen project implementation.
3. Analyze how well the Monitoring and Evaluation mechanisms of projects were helpful in providing necessary information in a timely manner, as well as the demand from the management for evidence generated by the M&E activities.
4. Assess the qualitative and quantitative aspects of management and other inputs (such as equipment, monitoring and review and other technical assistance and budgetary inputs) provided by project vis-à-vis achievement of outputs and targets.
5. Identify factors and constraints which have affected projects implementation, including historical, funding, technical, managerial and organizational issues in addition to other external factors unforeseen during project design.

Sustainability and Impact

1. Assess indications of the degree to which project results are likely to be sustainable beyond the project’s lifetime, and provide recommendations for strengthening sustainability.
2. Assess the sustainability of project interventions in terms of their effect on the relevant outcomes at the country and regional levels
3. Analyse the emerging impact on the regional/sub-regional project beneficiaries in terms of capacity development to achieve the relevant outcome in Africa.

**OUTCOME EVALUATION PLAN: Proposed timeline for outcome evaluation**

|  |  |  |
| --- | --- | --- |
| **Outcome evaluation** | **Timeline** | **Comments** |
| Prepare background materials | Dec 2011 |  |
| Recruit international consultants/consultancy firm to undertake evaluation for each outcome   * Advertise in websites/the Economist calling for proposals * Proposals need to be vetted * Issue a contract | September 2011- March 2012 |  |
| Begin outcome evaluations   * Visit to NY * Prepare inception report * Visits to CO/Regional Centres * Stakeholder consultations * Prepare draft report | March 2012 |  |
| Completion of outcome evaluations and review by RBA | May 2012 |  |
| Finalization of Outcome Evaluation report | May 2012 |  |
| Submission by RBA to EO | May 2012 |  |
| Meta (RCF) evaluation conducted by EO |  |  |
| RCF evaluation submitted by EO for Executive Board discussions |  |  |

1. Extended in 2009 to 2013 by UNDP Executive Board [↑](#footnote-ref-1)
2. Especially the independent evaluation planned for 2012 [↑](#footnote-ref-2)
3. The exception being the first, for which the team leader will conduct reviews for at least two outcomes [↑](#footnote-ref-3)
4. Including, where appropriate, subsequent budget revisions [↑](#footnote-ref-4)
5. Budget revision made in 2011 to accommodate these resources intended to resume support for ACBF [↑](#footnote-ref-5)
6. The project document, originally formulated in 2006, was revised substantively in 2008 to include the expansion of RBA Economic Advisors in the field and was twice (2009 and 2011) supplemented with TRAC ($4 million) and reactivate trust fund resources to support new MDG-related priorities reflected in Phase II of the project. [↑](#footnote-ref-6)
7. Extended to 2012 [↑](#footnote-ref-7)
8. This amount was not realized during the project implementation period [↑](#footnote-ref-8)
9. Added in 2011 [↑](#footnote-ref-9)
10. This project is programmed to 2013, in the framework of the extension of the Regional Programme Document for Africa to 2013. [↑](#footnote-ref-10)
11. Not yet mobilised [↑](#footnote-ref-11)
12. The Regional Governance Programme for Africa has been designed to support the achievement of the four programme results/outcomes of the consolidating democratic and participatory governance focus area through four key components, namely: (a) strengthening the governance capacities of the African Union and the Regional Economic Communities, including support to the organization, conduct and monitoring of elections; (b) support to the Africa Governance and Public Administration Programme; (c) more effective management of governance knowledge, primarily through support to the African Peer Review Mechanism; and (d) joint UNECA/UNDP governance initiatives, including collaboration on the Africa Governance Report and the African Governance and Development Forums. [↑](#footnote-ref-12)
13. Budget revision under preparation to reduce the original TRAC allocation in view of the extra donor resources mobilised [↑](#footnote-ref-13)
14. This project, programmed to 2013, only recently commenced in the framework of the extension of the Regional Programme Document for Africa to 2013. [↑](#footnote-ref-14)
15. The Bill and Melinda Gates Foundation component, agreed to during the previous programme cycle, is executed by UNOPS [↑](#footnote-ref-15)