**Outcome Evaluation**

**UNDP Regional Programme for Africa (2008-2011)**

**(Part 2: Annexes)**

**Prepared for**

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**November, 2012**

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**Annex A**

**Terms of Reference**

**Outcome Evaluation of the UNDP Regional Programme Document For Africa (2008-11[[1]](#footnote-1))**

1. **Background and Context**

The Third Regional Cooperation Framework (RCFIII) 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 programmeming 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.

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.

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.

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. The earlier set of project documents apply agency execution/implementation arrangements (principally UNOPS), but those developed in 2009 and 2010 use the Direct Execution/Implementation (DEX/DIM) modality.

The Executive Board mandated the conduct of outcome evaluations for the RPD. 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. This outcome evaluation is intended to rectify this omission as well as provide the necessary mid-term evidence for future decision-making by RBA’s management as well as for the forthcoming independent evaluation of the entire RPD.

1.1 Outcomes to be evaluated by focus area

In line with the recommendations of the evaluation of the previous RPD, RBA management and or the RP Advisory Board made decisions to reduce the number of project interventions to the barest minimum in order to minimize fragmentation and increase impact. Consequently, a differentiated approach was used during the design phase in the number of projects directly related to an outcome. As a result there are some programme outcomes that have several projects contributing to their achievement (this is especially true of the first focus area), while several other outcomes have been combined in one project document (as is the case for Governance). During the design phase too, project formulation to address programme outcomes for the first focus area of the RPD was more rapid and less so for the fourth and this influenced the pace of progress in the realization of all 17 regional programme outcomes. Nonetheless, in line with the evaluation plan approved by the Executive Board, thematic evaluations along the lines of the four focus areas will address all the related programme outcomes as outlined below:

*Focus Area 1: Poverty reduction and the 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.
2. Accelerated pace of progress towards attainment of the MDGs in Africa and adequate resources mobilized in support of them
3. Strengthened capacity of African countries for increased participation in global trade and linking trade policies to poverty reduction
4. Outcome of trade negotiations reflect common African position
5. Capacity Depletion in critical social sectors linked to pandemics, especially HIV/AIDS, tuberculosis and malaria halted
6. Conducive policy and regulatory environment for private sector growth, including private sector participation
7. Diversified private sector, including SMEs

*Focus Area 2: Consolidating democratic and participatory governance*

1. Enhanced political participation and management of elections
2. Strengthened economic governance and enhanced service delivery
3. More effective regional institutions
4. Better understanding, codifying and sharing of best African practices in governance

*Focus Area 3: Conflict prevention, peace building and economic recovery*

1. *More effective regional institutions for crisis prevention*
2. *Effective regional mechanisms for disaster preparedness and response*
3. *Greater responsiveness to and sustainable recovery from crises*
4. *Effective regional mechanisms for disaster preparedness and response.*

*Focus Area 4: Energy and Environment*

1. Enhanced capacities of regional and sub-regional institutions to deliver both environmental and energy services
2. Participation of African governments in environmental finance

The associated list of projects, designed and or revised in 2008 or thereafter, covers capacity development support in a range of areas, from MDG-based planning to contract negotiations, to HIV/AIDS, to gender, to peace and security to the preparation of the first African Human Development Report, is provided in Annex 1. 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.

While most projects from the previous RCF 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).

1.2 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 evaluation is in compliance with the Evaluation Plan for the RCF, approved by the Executive Board, which outlined outcome evaluations for the four focus areas of the RPD. The outcome evaluation is intended to:

1. provide evidence of impact, that is, what and how much progress has been made by UNDP in contributing to Africa’s development effectiveness through the achievement of the outcomes, including the contributory factors and impediments);
2. determine the relevance of UNDP projects – their 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); and
4. distil lessons for future programmeming, 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. **Scope and Objectives**

While projects can and have successfully achieved intended results, their outputs may not always lead to development changes at the outcome level. Hence, the need to pay greater attention to outcome-based evaluations to determine UNDP’s contribution to development effectiveness. In the case of the RPD for Africa, outcome evaluations will be taken one step further, that is, **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.

For each of the four focus areas, the evaluation will look at the relevance and contributions of UNDP project outputs and activities with regard to the outcomes to which they are intended to contribute. Specifically, the outcome evaluation is expected to address the following issues:

* 1. Evaluate performance of each focus area[[3]](#footnote-3)

Based on UNDP’s normal evaluation criteria, the following will be considered:

* Effectiveness: Have the programme objectives been achieved?
* Efficiency: The productivity of the implementation process in terms of how economically inputs are converted into programme outputs and whether or not outputs, activities, stakeholders and budgets have been aligned to produce the intended outcome(s)
* Relevance: Relevance of the programmes to UNDP mandates, national priorities and to beneficiaries’ need
* Impact: The longer term effect or consequence, direct or indirect, on the identified need which, when combined with other efforts, results from UNDP’s involvement
* Sustainability: The ability to maintain or enhance the programme after the withdrawal of UNDP support
* Lessons learnt from the programmes, including evidence of new forms of partnerships evolving from the collaboration between UNDP and the AU/RECs
* What are the factors (positive and negative) that affect the accomplishment of the programmes?

3.2 Contribution of the outcomes to development effectiveness

* What are the current situation and possible trends in the near future with regard to the outcomes?
* Whether sufficient progress has been achieved vis-à-vis the outcomes as measured by the outcome indicators?
* What are the main factors (positive and negative), including risk factors and risk mitigation strategies, that affect the achievement of the outcomes?
* Whether UNDP projects or other interventions can be plausibly linked to the achievement of the outcomes;
* What are the key development and advisory contributions that UNDP has made/is making towards the outcomes?
* With the planned efforts in coordination and partnership with other actors and stakeholders (including choice of beneficiary African institutions), will UNDP be able to achieve the outcomes within the set timeframe and inputs – or whether additional resources, timeline, management provisions and changed/new interventions will be required?
* UNDP’s ability to develop regional capacity in a sustainable manner (through exposure to best practices in other regions, south-south cooperation, holistic and participatory approaches and the other guiding principles of the RPD);
* What are the success stories from UNDP programme interventions that can be cited as best practices for future programmeming
* UNDP’s ability to respond to emerging regional challenges in Africa and the requirements for instutional and human capacity development;
* What are the prospect for the sustainability of UNDP’s interventions related to the outcomes,
* Have good exit strategies been put in place by UNDP and if not what should these be?
1. **Methodology and Questions**

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. 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.

While the evaluation team will have the flexibility to decide on the concrete evaluation methodology to be used, to ensure that reliable information is provided for sound decision-making, during the inception phase of the evaluation, the team leader will be responsible for designing a detailed methodological framework, informed by the key principles of the UNDP Handbook on Planning Monitoring and Evaluating for Development Results and will include the following key elements, while reflecting the complexity of regional projects:

* A formative and forward looking review that focuses on progress towards programme results outlined in the RPD;
* Data gathering from a wide variety of sources (including direct and indirect development partners and beneficiaries), analyzed and systematized and in this triangulation of information and data across sources and groups of stakeholders, identify patterns and causal linkages to explain current performance;
* To enhance the quality of the evaluation, in the various drafting phases of the evaluation report (inception, first draft, final), briefs and presentations on findings, conclusions and recommendations should be regularly communicated to the RBA Deputy Director, RSC Managers and PPRRs and full account taken of their feedback on factual and interpretive accuracy;
* Based upon the diagnosis generated from the review and consultations, prepare a draft evaluation report and debrief DRD, RBA and RSC Managers on the preliminary findings and recommendations;
* Present a coherent, clear and understandable final report of the findings, conclusions and recommendations to RBA management;
* The evaluation will be conducted in accordance with the norms and standards, including ethical conduct prescribed by the UN Evaluation Group.

The evaluation methods and tools used will be fine-tuned to address the complexity of the regional context, and will preferably take account of the following during data gathering and analysis:

* + Establish a set of issues and questions to be addressed by the evaluation, including a preliminary set of indicators, sources of information and methods of data collection (inception phase);
	+ Desk reviews of the relevant documents outlining the development context and key priorities of Africa, and eighteen regional projects designed to respond to the priorities (inception and data collection phases), (see also Annex II for tentative list of documents);
	+ In-depth analysis through a questionnaire to be designed by the team leader with the assistance of the other consultants and submitted to the DRD, RBA, RSC Managers, the two principal projects representatives (PPRs), based in Addis Ababa and Abuja, and major partners such as the UNECA, AfDB and UNOPS
	+ Undertake at least one round of consultations with the RBA Directorate, RSC Managers, relevant corporate bureaux (BCPR and BDP), selected RCs/RRs, and selected project managers, etc (data collection phases);
	+ A mix of missions to beneficiary regional institutions (AU, NPCA, selected RECs) and countries directly benefiting from regional projects;
	+ In-depth interviews with all project coordinators/managers of selected projects, within each outcome and focus area, the two PPRs, RSC Managers, and relevant programme/practice staff of UNDP and staff of UNOPS.

4.1 Qualifications, comptetences and experience of the consultancy team

Each international consultant should have an advanced university degree in one or other 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).

With respect to the **team leader**, he/she should be a seasoned development expert with at least 10 years of professional experience in conducting evaluations, preferably within international cooperation environments. Substantive knowledge of the programmematic 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 programmematic 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 perform the following tasks:

* Lead and manage the evaluation missions;
* Design the detailed evaluation methodology (including the methods for data collection and analysis);
* Decide on the specific division of labour within the evaluation team;
* Design the questionnaire
* Be responsible for at least two outcome evaluations related to the first focus area of the RPD;
* Review documents (such as project documents, project reports, evaluations etc);
* Undertake visits and consultations with regional beneficiaries, and in-depth interviews with project managers of selected projects; government counterparts; PPRRs of projects, RSC Managers; UNOPS; NGOs, academia, and other relevant stakeholders.
* Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above);
* Draft related parts of the evaluation report; and
* Finalize the evaluation report in English.

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. These four other international consultants will perform the following tasks, as related to their specific focus area:

* Review documents (such as project documents, project reports, evaluations etc);
* Undertake visits and consultations with regional beneficiaries, and in-depth interviews with project managers of selected projects; government counterparts; PPRRs of projects, RSC Managers; UNOPS; NGOs, academia, and other relevant stakeholders.
* Participate in the design of the evaluation methodology, including assisting the team leader in designing the questionnaire;
* Be responsible for the outcome evaluation for one of the focus areas[[4]](#footnote-4);
* Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above); and
* Draft related parts of the evaluation report.
1. **Expected deliverables**

The key products expected from this outcome evaluation are: (i) an inception report outlining the team leader’s understanding of the issues under review, including a review framework and a detailed work plan and questionnaire; (ii) a first draft report for review by RBA Deputy Director and RSCs and Project Managers, who will identify factual corrections; and (iii) a final comprehensive analytical report in English that should, at least, include the following content:

* Executive summary
* Introduction
* Description of the evaluation methodology
* An analysis of the situation with regard to the outcomes in the four focus areas, the related project objectives and the partnership strategies;
* Key findings (including best practices and lessons learned)
* Conclusions and recommendations **(*this should include explicit guidance on regional programmeming in the future)***
* Annexes: TORs for this evaluation, evidence of the field visits, people interviewed, documents reviewed, etc.
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 mid-October, 2011, broken down as follows: the team leader will work 45 work days and the other international consultants will work 35 work days each. 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.

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.

**ANNEX B**

**Socio-economic Characteristics of African States**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  **Countries** | **HDI** | **GNI per capita** **(US$)** | **Gini Coefficient** **0.0=perfect** **Equality** | **Gender Equality** **Ranking****1=perfect equal.** | **Population** **(million)** | **HIV/AID****Prevalence****% pop. of 15-59** |
| Angola | 0.486 |  4,874 |  0.586 |  n.a. |  19.6 | 3.1 |
| Benin | 0427 |  1,364 |  0.286 |  133 |  9.1 |  1.2 |
| Botswana | 0.633 |  13,049 |  n.a. |  102 |  2.0 |  23.9 |
| Burkina Faso | 0.331 |  1,141 |  0.396 |  121 |  17.0 |  1.6 |
| Burundi | 0.316 |  368 |  0.333 |  89 |  8.6 |  2.0 |
| Cameroon | 0.482 |  2,031 |  0.446 |  134 |  20.0 |  5.1 |
| Cape Verde | 0.568 |  3,402 |  0.504 |  n.a. |  0.5 |  n.a. |
| C. African R | 0.343 |  707 |  0.436 |  138 |  4.5 |  6.3 |
| Chad | 0.328 |  1,105 |  0.398 |  145 |  11.5 |  3.5 |
| Comoros | 0.433 |  1,079 |  0.643 |  n.a. |  0.8 |  75.0 |
| Congo | 0.533 |  3,066 |  0.473 |  132 |  4.1 |  80.0 |
| Congo DR | 0.286 |  280 |  0.444 |  142 |  67.8 |  n.a.  |
| Côte d’Ivoire | 0.400 |  1,387 |  0.461 |  136 |  20.2 |  3.9 |
| Equat. Guinea | 0.537 |  17,608 |  n.a. |  n.a. |  0.7 |  3.4 |
| Eritrea | 0.349 |  536 |  n.a. |  n.a. |  5.4 |  n.a. |
| Ethiopia | 0.363 |  971  |  0.298 |  n.a. |  84.7 |  2.1 |
| Gabon | 0.674 |  12,249 |  0.415 |  103 |  1.5 |  1.4  |
| Gambia | 0.420 |  1,282 |  0.473 |  127 |  1.8 |  0.9 |
| Ghana | 0.541 |  1,584 |  0.428 |  122 |  25.0 |  5.1 |
| Guinea | 0.344 |  863 |  0.394 |  n.a. |  10.2 |  1.6 |
| Guinea-Bissau | 0.353 |  994 |  0.355 |  n.a. |  1.5 |  1.8 |
| Kenya | 0.509 |  1,492 |  0.477 |  130 |  41.6 |  n.a. |
| Lesotho | 0.450 |  1,664 |  0.525 |  108 |  2.2 |  23.2 |
| Liberia | 0.329 |  265 |  0.526 |  139 |  4.1 |  1.7 |
| Madagascar | 0.480 |  824 |  0.472 |  n.a. |  21.3 |  0.1  |
| Malawi | 0.400 |  753  |  0.390 |  120 |  15.4 |  11.9 |
| Mali | 0.359 |  1,123 |  0.390 |  143  |  15.8 |  1.5 |
| Mauritania | 0.453 |  1,859 |  0.390 |  126  |  3.5 |  0.8 |
| Mauritius | 0.728 |  12,918 |  n.a. |  63 |  1.3 |  1.7 |
| Mozambique | 0.322 |  898 |  0.456 |  125 |  23.9 |  12.5 |
| Namibia | 0.625 |  6,206 |  n.a. |  84 |  2.3 |  15.3 |
| Niger | 0.295 |  641 |  0.340 |  144 |  16.1 |  0.8 |
| Nigeria | 0.459 |  2,069 |  0.429 |  n.a. |  162.5 |  3.1 |
| Rwanda | 0.429 |  1,133 |  0.531 |  82 |  10.9 |  2.8 |
| Sao Tomé | 0.509 |  1,792 |  0.508 |  n.a. |  0.2 |  n.a  |
| Senegal | 0.459 |  1,708 |  0.292 |  114 |  12.8 |  1.8 |
| Seychelles | 0.773 |  16,729 |  0.190 |  n.a. |  0.1 |  n.a. |
| Sierra Leone | 0.336 |  737 |  0.425 |  137 |  6.0 |  1.7 |
| South Africa | 0.619 |  9,469 |  0.578 |  94 |  50.5 |  18.1 |
| Swaziland | 0.522 |  4,484 |  0.507 |  110 |  1.2 |  26.1 |
| Tanzania | 0.466 |  1,328 |  0.376 |  119 |  46.2 |  6.2 |
| Togo | 0.435 |  798 |  0.344 |  124 |  6.2 |  3.3 |
| Uganda | 0.446 |  1,124 |  0.443 |  116 |  34.5 |  5.4 |
| Zambia | 0.430 |  1,254 |  0.507 |  131 |  13.5 |  15.2 |
| **Zimbabwe** | **0.376** |  **376** |  **n.a.** |  **118** |  **12.8** |  **15.3** |

**Source**: UNDP, Human Development Report (various issues)

**Annex C**

**Outputs, Indicators and Outcomes**

|  |
| --- |
| **FOCUS AREA 1: POVERTY REDUCTION AND ACHIEVEMENT OF THE MDGs**  |
| **Outcomes** | **Projects/Outputs** | **Comments** |
| 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 (also contributing to Outcomes 6 and 7)**

**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  | *The project was designed both with regional and country-wise dimensions and aimed to generate decent employment particularly for young people. It aims to support the formulation and implementation of pro-poor policies and strengthening the capacity of labour market institutions. The beneficiaries of the project are ECOWAS, MRU, SADC and twelve countries. The expected outputs of the project were strengthened capacity for the compilation and monitoring of employment statistics; development of pro-employment macroeconomic and national frameworks; preparation of action plans in selected countries for youth employment; and enterprise development and job creation.* |
| 1. **Agri-Enterprise Development for Stimulating Rural Economies in Africa**

**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)  | *This project (also known as Songhai project) was implemented by UNOPS and completed in 2011.According to implementer all outputs have been achieved. However due to the fact that .all project staff were no longer in Dakar no verification was possible.* |
| 1. **Regional Project for Gender Equality and Women’s Empowerment in Africa (also contributing to Outcomes 6 and 8)**

**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 programmeming 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  | *This project envisages three key results. These are: to develop capacities for more gender-responsive macro-policy analysis, planning and programming aimed at recognising the role of gender relations in economic development and growth; to create an enabling environment for increasing women’s income and employment opportunities; and to expand women’s leadership and influence in policy making in both peace time and post-conflict contexts and in public and private governance.*  |
| 1. **Regional Project to Strengthen Institutional Capacities to Accelerate Pro-Poor Growth and Accountability in Sub-Saharan Africa**

**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 programmeming.
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 | *This project is partially completed* |
| 1. **Regional Project for Supporting MDG-based National Development and Poverty Reduction Strategies in RBA countries[[5]](#footnote-5)**

**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  | *Worthy of being the ‘flagship’ project’ of the Programme this project does not in fact aim an output or a string of outputs. In essence it is a continuous process of activities with multiple outputs which in turn may form inputs for further activities and outputs.**All 45 senior economists placed in Cos are high level advisers forming a link between the governments and country offices and country offices and the Programme.**Team interviewed (5) senior economists who are at present involved in high level macroeconomics advice to the respective governments and also engaged in advocacy.* *Economists also have an informal linkage among themselves for mutual information exchange.* *Linkage between senior economists and the Programme is not as yet optimum but this can be remedied easily depending upon the demand from the Programme side.****An excellent project*** |
| 1. **Regional Project for the Production of the 2011 African Human Development Report (AfHDR) on “Food Security for Human Development”**

**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  | *The final output is the production and dissemination of “African Human Development Report”. All activities have been carried out and final output, i.e. the Report is published by RBA. (May 2012)**The main thrust of the report is on the food security in Africa and it is highly likely that the report will be instrumental in equipping 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****All outputs have been achieved.*** |
| 1. **Regional Project for Capacity Development for Negotiating and Regulating Investment Contracts (also contributing to Outcomes 2, 3, 6 and 9)**

**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[[6]](#footnote-6)**Location and implementation**: Dakar; Agency (UNOPS) | *Project is completed and closed.**See below.*. |
| 1. **Pôle de Dakar**

**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  | *Also known as ‘Development Strategy and Public Finance’ project, it is carried out by French TA. Project is now complete and the outputs have been realized.**Project outputs do not however contribute only to MDG but also economic governance.* *(For further assessment see section on governance below)* |
| 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** **(NB. See special note under Outcome 1 above that this project is contributing to more than one Outcome. The details are set out above)**
 | *This project was implemented by UNOPS. According to implementer the project completed and all outputs listed in the PRODOC have been completed. No independent verification was possible.* |
| 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**

**(NB. See special note under Outcome 1 above that this project is contributing to more than one Outcome. The details are set out above)** |
| 1. **Building African Capacity to Gain Maximum Benefit From Inclusive Globalization and Regional Integration (also contributing to Outcome 4)**

**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  | *The project, which was to be completed at the end of 2011, was extended until April 2012 and is implemented by UNOPS. It is now completed and closed. The objective of the project was to strengthen the capacity of African countries to negotiate, manage and regulate large-scale investment contracts, particularly in the natural resources sector. It also aimed to develop capacity for pro-poor natural resource management. It was somewhat of an ambitious project with 13 outputs* |
| 1. **Outcome of trade negotiations reflect common African position**
 | **10.Bbuilding African Capacity to Gain Maximum Benefit From Inclusive Globalization and Regional Integration** **(NB. See special note under Outcome 3 above that this project is contributing to more than one Outcome. The details are set out above)** |  |
| 1. **Capacity depletion in critical social sectors linked to pandemics, especially HIV/AIDS, tuberculosis and malaria halted**
 | **11.Accelerating Efforts to mitigate the impact of AIDS on Human Development in Sub-Saharan Africa****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 **,**  |  |
| 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)**[[7]](#footnote-7) **(also contributing to Outcome 7)**

**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  | *This project is a late starter (Jan. 2011). Activities leading to output 1 continues and likely to be achieved. Output 2 has been achieved, since in 13 countries capacity is built and initiatives started. Output 2 is on track, strategic partnerships with AfDB, UNECA and UNDP/AFIM formalized with the participation of the private sector of 14 key members. Outputs 3 and 4 are on track but not complete. If they are completed during the life of the Programme, the project will fulfill its activities to obtain all outputs.**It is expected that at the completion, the project will contribute to the realization of outcomes 6 and 7.* |
| **13.Regional Programme for Social Cohesion and Youth Employment for Sub-Sahara Africa (NB. See special note under Outcome 1 above that this project is contributing to more than one Outcome. The details are set out above)** |  |
| **14 Regional Project for Capacity Development for Negotiating and Regulating Investment Contracts (NB. See special note under Outcome 1 above that this project is contributing to more than one Outcome. The details are set out above)** |
| **15. Regional Project for Gender Equality and Women's Empowerment in Africa (NB. See special note under Outcome 1 above that this project is contributing to more than one Outcome. The details are set out above)** |
| 1. **Diversified private sector, including SMEs**
 | **116 . Regional Programme for Social Cohesion and Youth Employment for Sub-Sahara Africa (NB. See special note under Outcome 1 above that this project is contributing to more than one Outcome. The details are set out above)** |  |
| 1. **Private Sector and Inclusive Market Development for Poverty Reduction in Africa: African Facility for Inclusive Markets (AFIM) (NB. See special note under Outcome 6 above that this project is contributing to more than one Outcome. The details are set out above)**
 | ***See: Project no. 11*** |
| **FOCUS AREA 2: CONSOLIDATING DEMOCRATIC AND PARTICIPATORY GOVERNANCE** |
| **Outcomes** | **Projects/Outputs** | **Comments** | **Projects/Outputs** | **Output Achievements** |
| 1. **Enhanced political participation and management of elections**
 | **Output 1.**Strengthened capacities of African Peoples, including CSOs, women, youth , non-state actors to effectively participate in political processes with a focus on elections.**Output 2.** Enhanced capacities of national and regional institutions to ensure transparent and credible electoral processes, systems and outcomes..**Output 3**: Enhanced participation by youth in continental governance initiatives.**Output 4**. Increased participation by women in governance and decision-making processes at regional and national levels. | *1.UNDP-RBA has trained one hundred African election observers. In order to promote inclusive participation through gender equality and women's empowerment, the Regional Program organized a training workshop for women groups, political parties and civil society organizations. The workshop targeted countries having elections in the near future to foster their capacity to increase women's representation in elective positions including parliament and local councils. The regional workshop benefitted seven countries in the Eastern and Southern Africa regions and forty representatives of political parties, civil society organizations, women's groups as well as UNDP field staff.  Further support included experience-sharing and learning the role of the media in promoting transparent and peaceful elections through ethical and conflict-sensitive reporting. This support targeted thirty individual journalists and media practitioners across the continent and sought to enhance their skills and knowledge to cover elections. An awareness building workshop was held in Dakar in 2011 for Francophone APRM participating countries, gathering eight countries with representatives from governments, parliaments, media, private sector and CSOs.**2.UNDP provided technical assistance in the development, adoption and ratification of the African Charter on Democracy, Elections and Governance (ACDEG). The AU election observation methodology was reviewed in order to shift from the current polling-day observation to long-term electoral cycle-based election observation so that electoral services are based on long-term capacity development. Similar support was extended to the East African Community (EAC) to improve its Draft Principle for Election Observation, Monitoring and Evaluation. To enhance the capacities of electoral management bodies (EMBs), UNDP assisted in the design and development of country programs for national elections, including Lesotho, Botswana, Kenya, Mozambique and Nigeria. Additional technical and advisory support was provided to SADC ECF to finalize plans for the implementation of the AU funded electoral support program. Under the auspices of the AU and RECs, the EMBs were also assisted to operationalize the programming of a Guide on Elections and Conflicts in Africa, and another on the Administration of Electoral Observation. A high-level meeting attended by over eighty delegates from virtually all ESA countries was held at the end of 2011 which provided insights and inputs into ways to strengthen multi-stakeholder approaches to promoting electoral integrity and security in Africa. To contribute to the harmonization and standardization of electoral practices and norms, the regional program worked with the Association of Law Reform Agencies in Eastern and Southern Africa (ALRAESA) to develop a Model Law on Elections with the participation of more than ten countries of the region.**3A Youth Forum was convened by UNDP in collaboration with the Government of Ghana, AUC and ECA, as part of the preparation of a two- day pre-eight Africa Governance Forum on Youth Empowerment , Election and the Management of Diversity in Accra. The goal was to assess the involvement of youth in elections and management of diversity, promote acceleration of youth empowerment in political processes and democratic governance in Africa. This multi-stakeholder policy dialogue was attended by fifty seven participants representing thirty African countries, including governments, youth organizations, women’s organizations, civil society, universities, RECs and the UN system.**4.A pre-eighth African Governance Forum on Gender Equality, Election, and the Management of Diversity was held in Kigali, Rwanda with a view to developing strategies to promote women’s participation in elective and decision making positions. This was also a joint effort involving UNDP-UNECA, AUC and other stakeholders. The Regional Governance Program also contributed to enhance mainstreaming of gender in electoral processes through training and advocacy based on BRIDGE (Building of Resources in Democracy, Governance and Elections) to which thirty officials from EMBs and UNDP Country offices participated in Kenya in 2011.* |
| 1. **Strengthened economic governance and enhanced service delivery**
 | **Output 5.** Increased capacities of AU, RECs and African governments and their institutions for responsive, transparent and accountable public service delivery.**Output 6**: Enhanced regional and national capacities for aligning national development strategies with public budgeting processes in West and Central Africa through the Pole Dakar Project.**Output 7:** Enhanced capacities of COSs, SMEs and the private sector to effectively participate in economic policy formulation, implementation, monitoring and evaluation at regional and national level.**Output 8**: Effective mechanisms at the State level to combat corruption in both the public and private sectors as well as enhanced capacity of CSOs to monitor and fight corruption in the public and private sectors. **Output 9**:Improved accountability in fiscal management systems/policies in selected African countries.**Output 10:** Improved transparency in management of natural resources in selected countries enabling African governments to maximize the benefits of the population. | *1.The UNDP contribution in this area includes the revamping of the Conference of African Ministers of Public Service (CAMPS) and the finalization of the African Charter of Public Service, which was adopted in January 2011. UNDP also assisted the CAMPS through the development and adoption by the Ministers of the work plan and strategy for domestication, popularization and implementation of the Charter; the adoption by Ministers of CAMPS comprehensive multi-thematic work plan for capacity development, including ICTs and anti-corruption; the development of the implementation plan for the long-term strategy of the African governance and public administration program (AGPAP). A significant technical , financial and advisory support was provided for the development of three Management Guides which reflect the best practices on how to do human resource planning and policy architecture (Human Resource Planning and Policy Architecture), how to lead and manage development (Leadership and Management Development) and how to manage for performance (Performance Management). Additional UNDP assistance included the drafting of a five year anti-corruption strategy and work programs of the AU Anti-Corruption Board as well as the formulation of anti-corruption strategy using a sector approach (i.e. South Africa, Swaziland and Malawi). UNDP supported the integration of programming of anti-corruption initiatives in national CPDs/CPAPs and UNDAFs, as well.**2.The Pole Dakar project has invested in the development of multi-annual planning and programming tools with a view to relate spending decisions to national and sector strategies and priorities. Emphasis has been on the medium-term expenditure programming framework, program budget and multi-annual performance contracting. The Pole has supported thirteen countries in West and central Africa, including Mauritania, Mali, Cape Verde, Guinea Bissau, Burkina Faso, Côte d’Ivoire, Benin, Togo, Central African Republic, Sao Tome and Principle, Congo and Democratic Republic of Congo. In Burkina Faso for example, the Pole has supported the government in reforming its programming methods and tools. This support included: the elaboration of a Guide on sector policy which was subsequently approved by the Cabinet. The Guide serves a reference manual for the preparation of robust sector policies which are a prerequisite and the foundation for the formulation of program budgets. Additional support concerned the preparation of the National Budget 2012-2014. The Pole also assisted, in conjunction with the IMF, in the elaboration of a development strategy that takes into account the best practices on results-based budgeting. The Pole worked very closely with the West African Economic and Monetary Union (WAEMU) to facilitate the implementation of its 2009 Directives regarding the newly harmonized framework of public finance. The support included the orientations for successfully leading the reform package, the preparation of a Guide on the regulations concerning the appropriation bills, the review of the regulations on the transposition of the Directives into national laws, training and the up-dating of national strategies on the modernization of the management of public finance. The Pole held a three day workshop for parliamentarians and cadres in charge of internal and external control and in the Finance Ministries from ten African countries. Attended by more than sixty participants, the workshop provided the opportunity to discuss the strategies for putting in place WAEMU’s newly harmonized framework of public finance. It also showed how the role of the Parliament could be fortified in the budgeting cycle within the new system. The need for close collaboration with the Accounts Courts was stressed.* *3.The activities related to this output are said to be in the conceptualization stage . However, UNDP in collaboration with the United Nations Capital Development Fund (UNCDF) and the Commonwealth Local Government Forum (CLGF), finalized a study report on the State of Local Government in Eastern and Southern Africa as regards to decentralization, local government finance, inclusive service delivery and related local government capacity. UNDP has also been supporting countries to integrate sector approaches to accountability in the public sector at decentralized levels. In this context, the program supported the AU/All Africa Ministerial Conference on Decentralization.* *4. The anti-corruption support has been largely focused on the formulation of policy/strategy and instruments, training and advisory services to Country Offices. The governance team helped in the drafting of the five year anti-corruption strategy and work program of the AU Anti-Corruption Board to facilitate the implementation of the AU Convention against Corruption. It supported the development of national anti-corruption strategies in Ethiopia, Malawi, South Africa, Swaziland and Kenya. UNDP emphasized the need to integrate anti-corruption into public service performance management frameworks as espoused in AU Charter of Public Service. The governance program undertook the second annual Anti-Corruption Governance CoP for the ESA Region in November 2011**in Johannesburg, South Africa. The CoP brought together fourteen UNDP country offices in the ESA region, CSOs, BDP and RBA representatives to increase the collective knowledge on mainstreaming of anti-corruption in increasing the delivery of quality services. The CoP allowed participants to reflect on anti-corruption interventions and public sector reform challenges facing contemporary Africa and their interrelationships and to share experiences on mainstreaming anti-corruption in sectors.* *5. One of the objectives of the Dakar Pole Project has been to assist in improving accountability in fiscal management and policies in West and Central Africa. The Pole concentrates on improving the capacities of national structures through the utilization of planning and budgeting tools as well as monitoring and evaluation; development of fiscal revenue forecasting and impact evaluation tools, capacity building on internal and external control to enhance political accountability and multi-stakeholder dialogue on public policies. The countries that have benefited from the Pole’s advisory services and training include Mauritania ( budget programming, Planning, Programming, Budgeting and Monitoring and Evaluation), Mali (budget programming and regional directives and reforms), Cape Verde ( budget programming, Planning, Programming, Budgeting and Monitoring and Evaluation ), Guinea Bissau (PRSP, macroeconomic framework), Burkina Faso (PRSP, macroeconomic framework, regional directives and reforms), Côte d’Ivoire( PRSP, budget programming, macroeconomic framework), Benin (PRSP, budget programming, regional directives and reforms), Central African Republic (macroeconomic framework and budget programming), Sao Tome( PRSP), Congo (regional directives and reforms) and Democratic Republic of Congo (PRSP, Planning, Programming, Budgeting and Monitoring and Evaluation).**6.No results have been achieved to date. During the Regional Governance Program’s review, a decision was made to lay more emphasis in 2012 and beyond on economic governance and related activities.* |
| 1. **Strengthened economic governance and enhanced service delivery**
 | 1. **Regional Project for Capacity Development for Negotiating and Regulating Investment Contracts (NB. See special note under Outcome 8 above that this project is contributing to more than one Outcome. The details are set out above)**
 |  |
| **12 .Consolidating Democratic and Participatory Governance in Africa-Support to the Africa Governance and Public Administration Programme (NB. See special note under Outcome 8 above that this project is contributing to more than one Outcome. The details are set out 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) (NB. See special note under Outcome 8 above that this project is contributing to more than one Outcome. The details are set out 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 (NB. See special note under Outcome 8 above that this project is contributing to more than one Outcome. The details are set out above)**
 |
| 1. **African Peer Review Mechanism Implementation Support (Phase 2-APRM Trust Fund)**

**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  |
| **Focus Area 2: General comments**  |  |
| **FOCUS AREA 3: CONFLICT PREVENTION, PEACE BUILDING AND ECONOMIC RECOVERY** |
| **Outcomes** | **Projects/Outputs** | **Comments** |
| 1. **More effective regional institutions for crisis prevention**
 | 1. **Support for the Implementation of the Peace and Security Agenda of the African Union Commission**

**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, programmeming 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 **Outcomes:**1) More effective regional institutions for crisis prevention.2) Effective regional mechanisms for disaster preparedness & responseIndicator: AU CPR strategy operationalized and implemented; 2) Regional early warning mechanisms for disaster preparedness and response established. | *Activities have been undertaken in the first four outputs areas with support to processes; training; high level meetings, strengthening specific functions at the PSD ( technical, IT, logistics, finance, etc). The work plan for 2012 has been approved with a US $ 1.800.000 envelope so in the four outputs most activities are expected to be implemented but the time to implement the activities with 45% of the overall budget is short ( 8 months left) while there is no Project Manager on location. Activities appear scattered, indicators are not adjusted in light of changes to the project and it is not clear how these activities supplement activities of other donors. The* *fifth area has been neglected despite frequent requests to implement the exit strategy. The output has been changed and discussions have evolved on how UNDP could mobilize resources for the African Peace Fund while the output focuses on replenishing the CPR fund. Given that the AU/PSD is highly dependent on donors’ contributions for investment and recurrent costs an exit strategy seems premature.* *Project reports for 2009/2010 and 2011 report implementation rates of 90 and 80 % respectively. UNDP has contributed to PSD strengthening and preparedness but the level of contribution and its significance cannot be determined*. |
|  **Outcomes:**1) Greater responsiveness to and sustainable recovery from crisis; 2) Human security enhanced; Indicator: 1) Training programmes of the AU, RECs and other institutions on crisis prevention and recovery elaborated and implemented; 2) Framework and contingency plans for sub regional responses to crisis and sustained recovery developed and adopted; 3) ECOWAS and SADC’s SALW conventions come into force and implemented..  | *This project has not started yet and preparations are underway to organize an Inception Workshop with all stakeholders. No project manager recruited yet to support the preparation and implementation of the project. Please note that the two outcomes 12 and 13 are now served by one project.* |
| 1. **Effective regional mechanisms for disaster preparedness and response**
 |  | *This project has not started yet and preparations are underway to organize an Inception Workshop with all stakeholders. No project manager recruited yet to support the preparation and implementation of the project. Please note that the two outcomes 12 and 13 are now served by one project. See above*. |
| **14.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 (NB. See special note under Outcome 12 above that this project is contributing to more than one Outcome. The details are set out 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**

**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  | *The outputs are ambitious and the outcome too abstract. Various activities have been undertaken in all three outputs: Capacity needs assessments (for EAC and ECCAS) conducted. Support to CSOs/IANSA – specific research on GBV, women security and the UN PoA.**Enhanced border management consisting of: draft continental strategy to enhance border management in Africa, training modules, community of practice institutional arrangements by the AUC/PSD (DSD in charge of border security, inter department task force).**Creation of AU-Regions steering committee on SALW and support provided by the project to prepare the result based continental action plan to supplement the strategy and move forward.**Some activities have been co-financed with the other project (AU/PSD) and the EU.* *The project will close in May 2012.* |
| **Focus Area 3: General comments** There are some short term activities that have yielded results but a strong correlation between its projects and the achievement of the outcomes is absent. Its support to processes through funding of missions, workshops and high level meetings may contribute to improvements in conflict prevention, disaster risk reduction and peace and security but such contributions are seldom documented or monitored and evidence is lacking. These interventions appear dominated by processes, lack a result based orientation and the result is that UNDP is operating at the margins.  |  | Enhanced border management consisting of: draft continental strategy to enhance border management in Africa, training modules, community of practice institutional arrangements by the AUC/PSD (DSD in charge of border security, inter department task force). |
| FOCUS AREA 4: ENERGY, ENVIRONMENT AND SUSTAINABLE DEVELOPMENT |
| Outcomes | Projects/Outputs | Comments |
| (a): Enhanced capacities of sub-regional and national institutions to deliver energy services (under RAF/09/003: Regional Energy Project for Poverty Reduction). . | 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 (MFPs) 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 (extended to 2012)Location and implementation: Dakar; DEX/DIM[[8]](#footnote-8) Indicators: Number of countries with energy programmes financed for implementation.Targets: * All RECs with regional energy access frameworks and 35 countries with energy access fully budgeted in national plans.
* Country level decentralised energy services delivery and environmental management expanded to 20 countries, covering East and West Africa.
 | *Following endorsement of the sub-regional Energy Access Strategies by the 14 ECOWAS and 6 ECCAS member states, several individual countries (Cote d’Ivoire, Gambia, Guinea, Niger, Senegal, Sierra Leone and Togo) embarked upon formulating national strategies and investments plans targeting funding from national budgets and donors. To support this process, the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) was established to serve as a key mechanism to accelerate access to energy services through renewable energy and energy efficiency. Capacity strengthening of EAC is yet to take place due to undue delays in recruitment.**Coordination and links were strengthened among ten National Multi-sectoral Groups (NMG) to formulate national action plans for implementing energy access strategies. In addition, an NMG focal points regional network was established to coordinate strategies and share experiences in access energy services.* *For the 3 target countries under the Gates Foundation (Burkina Faso, Mali and Senegal), scaling-up operations have already reached over 2250 MFPs providing energy services for social and income-generating activities to a rural population of over 3 million, specifically targeting women and increasing the girl-to-boy ratio in primary schools. The project is working with micro-finance institutions in these countries and others (Guinea, Niger and Togo) to enable women groups to access credit to purchase MFPs. Moreover, pilot initiatives have been successfully carried out using locally produced bio-fuels in lieu of imported diesel.**A regional network of countries with MFP initiatives has been established and capacities of national MFP* *actors have been strengthened to expand the MFP enterprise concept through technology and knowledge sharing. An ECOWAS sub-regional communication strategy has been formulated and a web portal (*[*www.energyaccessafrica.org*](http://www.energyaccessafrica.org)*) is now operational.**Status to date:**Only ECOWAS and ECCAS have each a regional energy access framework. With regard to EAC, progress is very slow due to lack of support. Moreover, only 8 countries have energy access budgeted in national plans. The introduction of MFPs in East Africa has been extremely slow.**Expansion of delivery of decentralised energy services to 3 additional countries in West Africa is underway. With regard to East Africa, environmental management has covered several SADC countries*. |
| 16 (b): Enhanced capacities of regional and sub-regional institutions to manage and deliver environmental services (under RAF/09/004: Management of Environmental Services and Financing for sustainable Development). | 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. Experiences and best practices related to PES, CDM, Investment and Financial Flows (I & FF) and climate change policies are disseminated through knowledge networking and targeted advocacy forums.

Duration: 2009-2011 (extended to 2012)Location and implementation: Johannesburg; DEX/DIMIndicators: Number of pilot climate change adaptation programmes launched in Africa.Targets: 20 countries with adaptation measures. | *UNEP and UNDP organised a workshop for an African Group of Climate Change Negotiators prior to the 2010 COP-16 held in Cancun in November 2010. In addition, UNDP, in collaboration with UNITAR, organised three training workshops for diplomats involved in climate change negotiations prior to COP-17 in Durban in November 2011. These training workshops assisted the African Ministerial Conference on the Environment (AMCEN) in elaborating a common African position on climate change prior to Durban and in preparation for Rio + 20.**The project facilitated a sub-regional level dialogue focused on developing a harmonised framework and strengthening of capacities of Agricultural, Environmental, Land and Water Divisions in the RECs (SADC and EAC) to manage shared environmental resources (Forests, Water and wildlife). Targeted support was also provided to SADC on facilitating a dialogue for the development of common policy instruments and guidelines for land use and tenure options**The project studied different models for PES schemes aimed at generating economic data for increased investment in ecosystems and the development of PES markets. It also supported the development of a network of African experts and institutions engaged in PES, bringing together policy makers and practitioners. Finally, with guidance from OECD, it initiated a pilot programme to address barriers and facilitate transitioning to national programmes.**A web portal (*[*www.energyaccessafrica.org*](http://www.energyaccessafrica.org)*), managed from Dakar, was established to have a knowledge network for sharing experiences and broadening access to information regarding institutional, legal and economic mapping of on-going initiatives, both internal and external to UNDP, to generate valuable knowledge and develop good practices on strategies to formulate CDM projects and applying PES schemes in trans-boundary settings and their integration into development and poverty reduction strategies.**Status to date: Climate change adaptation measures have been initiated in 6 countries and another 6 countries are in the pipeline.* |
| 17. Participation of African governments in environmental finance (under RAF/09/004: Management of Environmental Services and Financing for sustainable Development). | * 1. 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 (extended to 2012)Location and implementation: Johannesburg; DEX/DIMIndicators: Number of countries with CDM projects under development.Targets: 15 countries with pipeline projects for CDM.  | *Capacities of DNAs with regard to a programmematic approach to CDM procedures and criteria were strengthened through hands-on experience in the implementation of activities under two broad areas: sustainable charcoal and renewable energy. With regard to sustainable charcoal, SADC and ECREEE worked with participating countries in developing PIFs to access GEF funding for emission reduction activities as well as laying the ground for eventually formulating PINs for CDM proposals, e.g. Angola, Ethiopia, Uganda and Zambia. On renewable energy, the project, with the support of ECOWAS/ECREEE, organised a study tour to Spain for six countries in the sub-region. Following this study tour, Gambia is developing a proposal for grid-connected electricity generation that will be a strong candidate for CDM.**Status to date: 12 countries have or are developing pipeline projects for CDM. The number of CDM proposals has increased from 105 in 2010 to 234 in 2012.*  |

 **Note 1: The above matrix is constructed from various programme and project documents. Outcomes, projects and corresponding outputs are according to the matrix entitled “*Programmatic Framework: regional projects, outcomes, Focus Areas*” provided by RBA.”**

**Note 2.The following is added for the clarification of focus area 4.**

In the area of energy and environment, several initiatives in the Africa region are already on-going with the support of UNDP.

UNDP is implementing a project entitled “Expansion of successful Poverty Reduction and Women’s Empowerment Model in West Africa” which is wholly funded by the Bill & Melinda Gates Foundation. This project aims at establishing sustainable, replicable agro-enterprises, at the heart of which is the Multi-Functional Platform (MFP), in West Africa to raise incomes of rural smallholder farmers, particularly women and builds on a decade-long effort of the Malian Government to establish over 500 agro-enterprises in remote villages. This project is being implemented in three countries, viz. Burkina Faso, Mali and Senegal and regionally, with approximately 24 % of the project budget (amounting to $ 4.7 million) earmarked for regional MFP activities, as a component of the Regional Energy Project for Poverty Reduction. One component of PREP dealing with MFP equipment has involved south-south cooperation with India.

Activities funded by UNDP-GEF have focused for 20 years on national and, in some cases, sub-regional projects related to climate change and sustainable development, targeting almost every single country in Africa. To support these projects, UNDP-GEF has one Regional Technical Adviser (RTA) each based in Johannesburg and Pretoria, respectively. The GEF projects also address energy access, in addition to energy efficiency and renewable energy, which together contribute to both sustainable energy development and low carbon development paths.

There was some limited collaboration between the GEF climate change activities in Western Africa and the Dakar-based PREP, e.g. in Mali and Burkina Faso on the promotion of Jatropha as a biofuel for the Multi-Functional Platforms. However, it was reported that there were “much more opportunities of collaboration and synergies that have been missed” and these were mainly attributed to the absence of a formal structure of having an Energy and Environment Practice Leader (like at the RSCs in Bangkok, Bratislava and Panama) who would have facilitated closer collaboration among the various initiatives having common objectives. Not having such a formal structure in place in Dakar made it optional, rather than mandatory, for staff working on different programmes to collaborate. However, the situation was totally different in Johannesburg where the absence of an Energy and Environment Practice Leader did not constitute such an impediment: in fact, the project staff, the (Pretoria-based) UNDP-GEF RTA and the BDP-funded “Boots on the Ground” Policy Adviser worked together to advance access to energy services in the sub-region while, simultaneously, dealing with the environmental components of project RAF/09/004. Under the “Sustainable Charcoal Initiative” of this project, the project staff, the UNDP-GEF RTA and the BDP Policy Adviser teamed together to not only lay the ground work for CDM activities, but also to piggy-back in developing initiatives to access funding from GEF for emission reduction under its climate change programme.

The Strategic Initiative to Address Climate Change in LDCs (commonly referred to as “Boots on the Ground”) is another initiative that is funded by UNDP/BDP and is aimed at assisting a number of LDCs (16 of them are located in Africa) “to understand and adapt to climate change impacts and chart development paths that are low emission, climate resilient and pro poor”. To support the target LDCs in Africa, a Policy Adviser was initially posted in Dakar where he worked closely with the PREP project to strengthen capacity of the EAC Secretariat and of member states in the formulation of policies and programmes on energy access. The Policy Adviser is presently based in Johannesburg where he is continuing his support to the target countries and, as indicated above, complements the activities of the project staff and the UNDP-GEF RTA.

The Africa Adaptation Programme (AAP) is another Dakar-based UNDP initiative that is implemented in partnership with the United Nations Industrial Development Organization (UNIDO), the United Nations Children’s Fund (UNICEF) and the World Food Programme (WFP), with funding provided by the Government of Japan under the Fourth Tokyo International Conference on African Development (TICAD, May 2008). The focus of AAP is to create “the environment in which more informed and appropriate adaptation decisions and practices can be undertaken within the context of sustainable development”. AAP covers 20 African countries, some of which are also supported by the two energy/environment regional projects. Synergies between the regional projects and AAP were established in order to complement each other’s activities, where applicable. For example, the two worked together to formulate an investment programme for energy access to the rural poor in Niger and to support a study on capacity assessment at the Arusha-based EAC Secretariat.

**Annex D**

**. Evaluation criteria, questions and concrete steps**

The evaluation is guided by the following evaluation criteria and related questions to be addressed by each focus area.[[9]](#footnote-9)

|  |  |
| --- | --- |
| **Evaluation Criteria** |  **Evaluation Questions** |
| **Relevance** | 1. To what extent does the programme address critical regional development needs, challenges and priorities as well as UNDP regional strategic objectives?
2. To what extent is UNDP promoting the UN values from a human development perspective to achieve the MDGs?
3. To what extent has the gender equality dimension been incorporated in programme design?
4. How does the programme contribute to regional capacity development and systemic change in an evolving environment?
5. Does the programme, as designed, provide the best strategy for achieving the planned outcomes? Are the resources committed to the regional programme realistic to achieve the intended outcomes? Is the programme well-articulated with appropriate indicators to measure progress toward outputs and outcomes? Are risk mitigation strategies in place and effective?
 |
| **Effectiveness** | 1. To what extent do the programme/projects contribute to the intended outcomes?
2. To what extent have outputs contributed to achieving the outcomes?
3. Have the targeted institutions benefitted from the outputs?
4. What factors have positively or negatively affected the achievement of outcomes?
5. Has UNDP been flexible to meet the outcomes?
6. To what extent was gender equality mainstreamed in the programme?
7. How did the programme address the issue of the most marginalised and vulnerable groups to promote social equity?
 |
| **Efficiency** | 1. Has the programme been implemented within the deadline and cost estimates?
2. What have been the implementation challenges and did UNDP take timely action to address them?
3. Are there synergetic linkages between the RPD thematic areas?
4. Are knowledge products and best practices documented and shared?
 |
| **Sustainability** | 1. Can the programme results be sustained after its completion?
2. Has regional/national capacity been developed to allow UNDP to realistically plan progressive disengagement?
3. What can UNDP do to scale up programme results?
 |

**Steps in the analysis**

  **The Results Chain**

**Impacts** Long-term improvements in economic and social conditions

**Outcomes** Institutional and behavioral changes Short-term or medium term effects

Focus of RBM

**Outputs** Services delivered and goods produced. UNDP advocacy and advisory services

**Activities**Actions initiated

 **Inputs** Resources allocated or invested

**Annex E**

List of Persons Consulted (Alphabetical in each group)

|  |  |  |
| --- | --- | --- |
| **Name** | **Position** | **Organistion** |
| **New York, USA** |
| Boesen, Nils | Director, Capacity Development Group | UNDP |
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| Nanthihesan, S | Evaluation Advisor | UNDP/RBA |
| O'Malley, Jeffrey | Director, HIV/AIDS Practice | UNDP/BDP |
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| Valeiras-Taboada, Leonor | Programme Analyst | UNDP/RBA |
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| Dabire, Bayaornibe | Director of Energy | ECOWAS |
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**Annex F**

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**Annex G**

**Acronyms**

**AAP** Africa Adaptation Programme

**AfDB** African Development Bank

**AfHDR** African Human Development Report

**AFIM** African Facility for Inclusive Markets

**AGF** Africa Governance Forum

**AGR** Africa Governance Report

**AMCEN** African Ministerial Conference on the Environment

**APRM** African Peer Review Mechanism

**APSA** African Peace and Security Architecture

**AU** African Union

**AUC** African Union Commission

**AUPG** AU Partner Groups

**BCPR** Bureau of Crisis Recovery

**BDP** Bureau for Development Policy (UNDP)

**CAMPS** Conferenceof African Ministers of Public Service

**CDM** Clean Development Mechanism

**CEMAC**  Communauté Économique et Monétaire de L’Afrique Centrale

**COMESA** Common Market for Eastern and Southern Africa

**CPR** Crisis Prevention and Recovery

**CSO** Civil Society Organisation

**COP** Conference of Parties

**DAC** Development Assistance Committee

**DEX** Direct Execution

**DFID** Department for International Development

**DIM** Direct Implementation Modality

**DNA** Designated National Authority

**DRR** Disaster Risk Reduction

**EAC** East African Community

**ECA** Economic Commission for Africa (also UNECA)

**ECCAS** Economic Community of African States

**ECOSAP** ECOWAS Small Arms Programme

**ECOWAS** Economic Community of West African States

**EE** Energy Efficiency

**EO** Evaluation Office (UNDP)

**EU** European Union

**FAO** Food and Agriculture Organization

**GCF** Global Cooperation Framework

**GDI** Gender-related Development Index

**GDP** Gross Domestic Product

**GEF** Global Environment Facility

**GHG** Greenhouse Gases

**GNI** Gross National Income

**HDI** Human Development Index

**HIV/AIDS** Human Immunodeficiency Virus/Acquired Immune Deficiency

 Syndrome

**ICT** Information and Communication Technology

**IDEP** Institute for Economic Development and Planning

**IGAD** Inter-governmental Authority for Development

**ILO** International Labour Organization

**IMF** International Monetary Fund

**MDGs** Millennium Development Goals

**MFP** Multi-functional Platform

**MYFF** Multi-Year Funding Framework

**NEPAD** New Partnership for African Development

**NPCA** NEPAD Planning and Coordination Agency

**OAU** Organisation of African Unity

**OAS** Organisation of African States

**ODA** Official Development Assistance

**PIF**  Project Information Form

**PREP** Programme Régional de l’Énergie pour la Réduction de la Pauvreté

**RBA** Regional Bureau for Africa (UNDP)

**RBM** Results-based management

**RC/RR** Resident coordinator/Resident representative

**RC** Regional Centre

**RCF** Regional Cooperation Framework

**RCM** Regional Coordination Mechanism

**RE** Renewable Energy

**REC** Regional Economic Community

**ROAR** Results-oriented Annual Report

**RSC** Regional Service Centre

**REC** Regional Economic Community (sub-regional group)

**SACI** Southern African Capacity Initiative

**SADC** Southern Africa Development Community

**SURF** Sub-regional Resource Facility

**SALW** Small Arms and Light Weapons

**SC** Steering Committee

**SE4ALL** Sustainable Energy for All

**SRIU** Strategic and Regional Initiatives Unit (RBA)

**SSA** Sub-Saharan Africa

**UNAIDS** Joint United Nations Programme on HIV/AIDS

**UNCDF** United Nations Capital Development Fund

**UNDP** United Nations Development Programme

**UNDP/CO** United Nations Development Programme Country Office

**UNECA** United Nations Economic Commission for Africa

**UNEP** United Nations Environment Programme

**UNITAR** United Nations Institute for Training and Research

**UNOPS** United Nations Office for Project Services

**UNV** United Nations Volunteers

**WHO** World Health Organisation

**WSCU** Water Sector Coordination Unit

**WTO** World Trade Organisation

**YERP** Regional Programme for Social Cohesion and Youth Employment

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. A list of relevant questions are outlined in the Annex [↑](#footnote-ref-3)
4. The exception being the first, for which the team leader will conduct reviews for at least two outcomes [↑](#footnote-ref-4)
5. 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-5)
6. Extended to April 2012 [↑](#footnote-ref-6)
7. This project is programmed to 2013, in the framework of the extension of the Regional Programme Document for Africa to 2013. [↑](#footnote-ref-7)
8. The Bill and Melinda Gates Foundation component, agreed to during the previous programme cycle, is executed by UNOPS [↑](#footnote-ref-8)
9. See, UNDP, *Handbook on Planning, Monitoring and Evaluating for Development Results*. New York 2009. [↑](#footnote-ref-9)