

**Regional Bureau for Africa (RBA)**  
**Narrowing the Scope of the Regional Programme for 2014-2017**

**Note to the Advisory Board**  
**May 2016**

**Overview**

- In response to the Mid-Term Review, Performance Audit of the Regional Programme and the recommendations of the Advisory Board – and driven by unexpected and severe financial constraints - an exercise to **reduce the scope** of the regional programme was conducted in May 2016 in Addis Ababa.
- The RBA recruited an independent consultant to facilitate the process in collaboration with the RBA Results Based Management (RBM) team; the process was conducted in a **transparent and participatory manner** in order to ensure ownership and accountability for the activities, outputs and outcomes for the remainder of the programme.
- As a result of this process, **the programme was reduced by 48%**. More specifically, it involved a reduction of 33.3% of activities from Outcome One ('Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods, especially for the poor and excluded'); 68.75% from Outcome Two ('Citizens expectation for voice, development, the rule of law and accountability are met by stronger systems of democratic governance'); 48.14% from Outcome Three ('Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change'); 28% from Outcome Four ('Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles'); and, 52.7%<sup>1</sup> from Outcome 4+1 ('Faster progress is achieved in reducing gender inequality and promoting women's empowerment').
- The activities that were removed from the programme occurred as a result of limited funds available for the Programme's activities due to **cuts in core funds/limited funding from other sources** on the one hand, and due to the **limited time available for implementation** on the other. The limited remaining timeframe was due to the fact that resources were dispersed and received later in the programme than expected and planned for, resulting in a significantly shorter available timeframe for implementation in the context of the four-year regional programme.
- **Annex One provides more details on these outcomes and the specific activities that have been cut from the programme**; on the left hand side of the table in grey is the former Regional Programme's Results and Resources Framework (RRF); those activities and/or activity results or outputs highlighted in red have been excluded from the programme. On the right hand side of the table in blue is the revised RRF, which takes into account the reduced activities and revised activity results and outputs that take these reductions/narrowing into account. In some limited instances it was necessary to add in activity results and/or activities that are underway but which had not been adequately reflected in the original RRF.

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<sup>1</sup> The figure for Outcome 4+1 is approximative since the original RRF is not completed, so the reduction process in some areas took place at the Activity Result or Output level and at the activity level for others. This was unavoidable.

## *Process*

- In terms of process for elaborating this document, cluster and project leaders were engaged with individually or in teams to undertake a feasibility analysis of each of the activities in the RRF. Cluster leads were requested to **realistically assess whether the activity could be achieved with the funding available and the time remaining**; where funding is not available, cluster/project leads were asked whether it would be possible to complete the activity on the basis of core funding or staff time. Where this was not the case, the activity was excluded from the programme.
- Where cluster/project leaders were unsure as to whether the activity and/or activity result could be completed given funding and time available, there were asked to jointly assess – with the facilitator and RBM team – the activity result **according to the OECD-DAC evaluation criteria for aid effectiveness**, and specifically on the basis of the programmes effectiveness, ability to achieve results, the potential for establishing thought leadership and fostering important regional partnerships, for example (see Annex Two for an overview of the process used).
- Given the reduction of activities, it was then necessary to **reduce the scope of both the activity results and outputs** in order to ensure they are achievable and measurable with the remaining funds and time available. Again, in order to ensure ownership and accountability, cluster/project leads were asked to take the lead on this exercise, either collaboratively in the context of meetings held with the facilitator and RBM team, or collectively amongst their own teams.
- Following review of the draft document by cluster/project leads and the Regional Programme Coordinator, cluster/project leads were requested to reflect these changes in their respective Project Documents, including harmonisation of the targets, baselines and indicators – with assistance from the RBM team. The RBM team is now in the process of elaborating a **new monitoring plan**, with revised indicators, baselines and targets to reflect the new targets and expected outputs. Similarly, the changes to the regional projects have been reflected in the 'Regional programme document for Africa, 2014-2017'. Annex Three highlights in red those areas that have been removed from the programme and Annex Four shows the revised Regional programme document now being used for the remaining implementation period of the programme.
- The way in which this process has been conducted ensures that the outputs remain **inherently linked to the UNDP Strategic Plan** broadly speaking, and the UNDP Strategic Outputs specifically. It can be concluded that the overall nature of the regional programme remains therefore unchanged, but significantly reduced in order to reflect resource constraints and priorities for the remaining 18 months of the programme.

## **Summary of areas removed**

*Outcome 1: 'Growth and development are inclusive and sustainable' - 33.3% of this activities in this outcome area were removed, including:*

- Conduct assessment of off-grid energy generation.
- Assessment of technological applications and standards for sustainable energy.
- Value chain analysis in the energy sector for SADC and ECOWAS region.
- Assessment and development RE initiative for Sub-Saharan Africa.

- Finalising the UNDF-AFDB Collaborative platform for SE4ALL implementation.
- Set-up a rapid response facility to support the operationalization of the AMV in 15 countries.
- Set up a sub-regional mechanism to manage cross-border natural resource issues and infrastructure investments.
- Support the completion of African Peer Review Mechanism (APRM) assessments on extractive in four countries.

*Outcome 2: 'Citizens expectation for voice, development, the rule of law and accountability are met by stronger systems of democratic governance' – 68.75% of the activities in this outcome area were removed, including:*

- Facilitate and advocate for ratification of the PAP protocol on legislative mandate
- Regional parliaments develop standards and frameworks for the governance and oversight of natural resources.
- Standards and regional framework for management of EMBs, electoral observation and adjudication.
- Prepare and support regional constitutional reform processes for domestication.
- Develop and domesticate new standards of local governance and public administration in Africa.
- Facilitate civic oversight, monitoring and engagement of AU-REC organs.
- Regional standards on women's participation in political processes.
- Develop mobile based platform for citizen engagement on functioning of AU organs/institutions.
- Publish annual report on state of governance in Africa.
- Technical advisory services for NEPAD/APRM to operationalize National Plan of Action/s (NPoAs), at the country level.
- Set up regional platform to measure public perception on service delivery and social cohesion.
- Regional value systems and social campaign to bridge cultural perceptions.
- Support regional bodies in campaign on social cohesion and inter-generational relations/group relations in Africa.
- Facilitate 2 regional plans of action for human and social integration, access to justice and citizen security.
- Develop standard models and frameworks for governance of urban areas.
- Inter-megapoly exchange of experience and capacities to address critical urban governance issues in 2 cities.
- Experiential learning meetings by majors of megapolies in Africa.
- Economic literacy training for continental and regional parliaments, and regional CSO networks on illicit financial flows.
- Research and knowledge development on successful models of governance underpinning economic transformation.
- South-South policy exchanges on successful governance systems underpinning economic transformation.
- Institutions to institution partnerships on governance under-pinining economic transformation.
- Framework for civil and administrative asset recovery developed and domesticated.

*Outcome 3: 'Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change' – 48.14% of the activities in this outcome area were removed, including:*

- Action research to inform regional strategies on reconciliation and development of regional reconciliation frameworks. Regional guidelines and tools for effective conflict analyses and response.
- Regional meetings to coordinate prevention of and response to conflicts.
- Domestication of regional strategies to respond to conflict and armed violence.
- Technical advisory service on reintegration for Cote d'Ivoire.
- Undertake regional risk assessment.
- Design indicators for disaster risk and disaster loss databases in SAD and ECCAS.
- Develop response and recovery systems to respond to conflict risks in EAC and ECCAS regions.
- Develop regional frameworks for preparedness, post-crisis recovery and reintegration in urban settings.
- Knowledge product on the interact between disaster and conflict risks in Africa and gender sensitive integrated responses.
- Set up a task team and systems to coordinate RSC planning and response.
- Briefing notes on the strategy for regional crisis management (briefing and policy notes).
- Develop regional gender sensitive analytical tool and frameworks for integrating development, disaster and climate risk management.
- Technical advisory services on mainstreaming CCA and DDR in urban planning in five Africa cities.

*Outcome 4: 'Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles' – 28% of the activities in this outcome area were removed, including:*

- Technical advisory support to 10 countries to integrate SDGs into their national development plans.
- Regional fiscal space analysis and strategy for implementing the SDGs.
- Technical advisory services for institutional capacity for national tracking of SDGs.
- Set up a regional digital data and tracking system of SDGs (including gender disaggregated). Establish regional talent bank mechanisms including software platform.
- Establish partnership to operationalize a TrC (Governments, RECs, CSOs, academia, think tanks).
- Technical support to develop roster of expertise in 2 regional organizations.
- Annual NEPAD/RSC Development Forum.

*Outcome 4+1: 'Faster progress is achieved in reducing gender inequality and promoting women's empowerment' – approximately 52.7% of the activities in this outcome area were removed, including:*

- Interactive assessment of legal and institutional barriers to women's political participation, appropriate strategies/best practise and priority policy roadmap.
- Gap assessment of existing training, and advocacy programme for women's effective political participation and transformational leadership.
- Develop toolkit for institutional capacity development for mainstreaming gender in constitutional and electoral reforms.

- Promote multi-stakeholder dialogue platforms for inclusive debate on gender responsible public and private institutions.
- Support capacity development of regional gender observatories for gender responsive regional institutional effectiveness monitoring and reporting.
- Set up and train a regional roster of women mediators for peace and security.
- Identify regional champions and organise regional advocacy events for women security and prevention of SGBV.
- Commission regional research on resource-based conflicts and impact on women and the socio cohesion, and develop regional follow up actions plans to implement the research findings.
- Comparative study on role of women in fragile/post-conflict countries with recommendations on programming.
- Identify best practice in each sub-region
- Codify lessons learned and disseminate
- Support development of plan of action for up-scaling in each sub-region
- Seed funding for pilot public-private initiative
- Capacity gap assessment of regional market initiatives
- TA to integrate women's issues in trade
- Support to women's participation in regional trade policy development
- Identification of best practice
- Codification of lessons learned & dissemination
- Development of plan of action for upscaling
- Support to pilot at sub-regional level.
- Identify best practice at national and sub-regional levels
- Codify lessons learned and disseminate
- Facilitate women's access to Quality Assurance
- Mechanisms/ training in producing export quality products
- All activities under 6.3: Promoting replication of innovative models for brokering virtual exchange between producers and buyers for food crops across the region (ICT and cell phones).
- All activities under 6.5 Facilitating women's access to quality assurance mechanisms/branding for export quality products facilitated within the region.

As well as all the activities under the following activity result areas:

- 1.2: Regional agricultural and economic transformation strategies and programmes integrate gender perspectives.
- 4+1.7.3 Providing support to include more young women in NEPAD sub-regional incubation centres (including seed funding)
- 4+1.7.4 Initiating a Platform for identifying and publicizing new enterprises by young women, linking them to potential financiers and providing information on a available public and private sector funding opportunities for women entrepreneurs and disseminating the results monitored.
- 4+1.8.1 Identifying and instituting Awards for a) women leaders with distinction and b) male role models/gender champions based on nomination by sub-regions and countries.
- 4+1.6.4 Undertake and complete regional profiling of women leaders across public and private spheres, publicize (initial volume of a living database) and advocate inclusion of qualified women in candidate rosters at high level.

For more details, please see the below annexes.

## Annex One: Old and revised Results and Resources Framework (RRF)

Former Regional Programme (with cuts indicated in red)				Reduced/revised regional programme (All outputs and activity results to be refined following review of activities by cluster leads)			
Output	Activity Results	Activities	Comments	Output	Activity Results	Indicative Activities	Comments
<b>1. Outcome One: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods, especially for the poor and excluded.</b>							
<b>Output 1.1 Regional policy and regulatory frameworks enabled to enhance access to sustainable energy</b>	1.1.1 Implementation of regulatory frameworks for regional energy generation	<ul style="list-style-type: none"> <li>Conduct assessment of off-grid energy generation.</li> <li>Produce investment opportunity briefs for SADC and ECOWAS.</li> <li>Assessment of technological applications and standards for sustainable energy.</li> <li>Decentralised renewable energy (RE) initiative for SSA.</li> </ul>	Some RBA money plus funding from Bill and Melinda Gates Foundation. However, insufficient funding for all activities so some must be cut.	<b>Output 1. Regional policy and regulatory frameworks enabled to enhance access to sustainable energy</b>	1.1.1 Enhanced capacities of RECs to deliver sustainable energy access for local populations	<ul style="list-style-type: none"> <li>Produce investment opportunity briefs for at least one REC (ECOWAS/SADC/ECCA S).</li> <li>Decentralised renewable energy (RE) initiative for SSA.</li> <li>ECOWAS Regional Bioenergy Policy developed</li> <li>Central Africa SE4All Regional Policy Paper</li> </ul> <p>Policy and technical support provided to global and regional institutions on an 'on demand' basis.</p>	Bouba
	1.1.2 Expanded public private partnership for access to energy	<ul style="list-style-type: none"> <li>Value chain analysis in the energy sector for SADC and ECOWAS region.</li> <li>Assess and develop RE initiative for Sub-Saharan Africa.</li> <li>Establishment operationalization of Secretariat for AELG.</li> <li>Finalize and operationalize UNDP-AfDB Collaborative Platform for SE4ALL implementation.</li> <li>Assessment of cross-border and regional initiatives.</li> </ul>	Lack of resources meant that they could not engage with private sector.		1.1.2 Strengthened UNDP partnership with Africa SE4All Regional Hub and AELG to implement the Africa response to SE4All .	<ul style="list-style-type: none"> <li>Establishment operationalization of Secretariat for AELG.</li> <li>Develop SE4ALL collaborative platform for SE4ALL planning and programme implementation</li> <li>Policy and technical support provided to global and regional institutions on an 'on demand' basis.</li> <li>Develop Country level scale-up Prodoc for</li> </ul>	Bouba

						SE4ALL resources mobilization <ul style="list-style-type: none"> <li>Support to SADC in mobilizing for SE4ALL</li> </ul>	
<b>Output 1.2 Solutions developed at the regional level for sustainable natural resources management</b>	1.2.1 Support to COs and regional institutions on NRM and knowledge generation	<ul style="list-style-type: none"> <li>Collect, generate and share knowledge, guidelines and toolkits on the governance of non-renewable natural resources with special focus in conflict prevention and peace building.</li> <li>Set up a Rapid Response Facility to support the operationalization of the AMV in 15 countries.</li> <li>Set up a sub-regional mechanism to manage cross-border natural resource issues and infrastructure investments.</li> <li>Support the completion of African Peer Review Mechanism (APRM) assessments on extractives in 4 countries.</li> <li>Harmonise regional policies for conservation, sustainable use, access and benefit for marine and coastal resources (GEF).</li> <li>Establish trans-boundary water resource management strategy (Niger River).</li> </ul>	First remains; second has been reduced.  Insufficient funding to implement full programme.	<b>Output 2. Solutions developed at the regional level for sustainable natural resources management.</b>	1.2.1 COs, governments and regional institutions are supported on the governance of non-renewable natural resources and knowledge generation. .	<ul style="list-style-type: none"> <li>Collecting, generating and sharing knowledge, and toolkits on the governance of non-renewable natural resources.</li> <li>Support the initiation of the domestication of the AMV in at least three countries.</li> <li>Providing technical, policy and programme support to COs on natural resource-related issues (demand-based).</li> <li>Establishing partnerships with key regional institutions, including ad hoc technical support to AU.</li> <li>Embarking on resource mobilisation efforts and donor engagement.</li> </ul>	Degol
<b>Output 1.3 Regional systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and</b>	1.3.1 Regional institutional capacity enhanced.	<ul style="list-style-type: none"> <li>Policy guidance toolkit on transforming the informal sector to the formal sector</li> <li>Support RECs to lead Project Facilitation Platforms (PFPs) on productive capacity and production systems</li> <li>Advisory support to AUC to</li> </ul>	Funding secured for the last two bullets, and partially for the second bullet.  Request to refine	<b>Output 3. The AU is better positioned to foster and facilitate inclusive markets and to strengthen mechanisms that protect and promote the most vulnerable</b>	1.3.1 The AU has the capacity to facilitate the development of inclusive markets.	<p>Jointly carry-out with the AU a knowledge exchange workshop on regional cross-border agro-food value chains and produce a knowledge product on the topic.</p> <ul style="list-style-type: none"> <li>Produce a study on</li> </ul>	Mansour

<b>employment intensive</b>		<p>finalize and validate its Africa Private Sector Development Strategy</p> <ul style="list-style-type: none"> <li>▪ Prepare a business plan and mobilize a coalition of support around an AUC African Inclusive Markets Excellence Centre (AIMEC) to assist countries in developing livelihood and employment programmes.</li> </ul>	<p>articulation of output and activity results as too broad; more specifically, support is focused on the AU and not other regional entities.</p> <p>Second activity has to be moved to the next Activity result.</p>	<b>populations.</b>		<p>entry points for mainstreaming sustainability and resilience in food value chains in Africa</p> <ul style="list-style-type: none"> <li>▪ Advisory support to AUC to finalize and validate its Africa Private Sector Development Strategy. (Completed).</li> <li>▪ Prepare a business plan and mobilize a coalition of support around an AUC African Inclusive Markets Excellence Centre (AIMEC) to assist countries in developing livelihood and employment programmes.</li> </ul>	
	1.3.2 Transformation of productive capacities	<ul style="list-style-type: none"> <li>▪ Support a regional agro-business supplier development programme</li> <li>▪ Support inclusive business ecosystems in Africa in partnership with regional institutions such as PACCI</li> <li>▪ Creation of an interactive African youth entrepreneurs online portal and award scheme</li> <li>▪ Conduct Public Private Dialogue on the Impact Investment Market in Africa</li> <li>▪ Facilitate continental and sub-regional dialogue on social protection.</li> </ul>	<p>Funding secured.</p> <p>Activity result has to be reformulated.</p> <p>There is a need to add in an activity result to take into account work done on social protection which cannot be accounted for here; furthermore, some of the activities around social protection have to be reduced to reflect the</p>		1.3.2 Employment opportunities are created, entrepreneurs are better linked with necessary resources and sustainable practices are encouraged.	<ul style="list-style-type: none"> <li>▪ Support a regional agro-business supplier development programme</li> <li>▪ Support inclusive Business Ecosystem Initiatives and Collaborative Platforms at country level.</li> <li>▪ Creation of an interactive African youth entrepreneurs online portal and award scheme</li> <li>▪ Conduct a PPD and support the implementation of an Africa Impact Investment Action Plan.</li> </ul>	Mansour



			reality of programming.				
NA.					1.3.3 Increased ability of the regional institutions to develop and adopt regional social protection instruments, and to improve knowledge on social protection for policy, advocacy and research purposes.	<ul style="list-style-type: none"> <li>Advance regional instruments on social protection by facilitating a meeting for 12 African governments, AU officials and development partners to agree on how best to foster regional social protection efforts, including the AU Protocol on Social Protection and South-South collaboration with UNDP as one of the key facilitators.</li> <li>Support the AUC in revising the Social Policy Framework for Africa.</li> <li>Develop regional project “Social Protection for Inclusive and Sustainable Development in Africa”.</li> <li>Develop an annual publication on the state of social protection in Africa in partnership with UNDP Rio+ Centre, AUC, ILO, UNECA.</li> </ul>	Renata
<b>2. Outcome Two: Citizens expectation for voice, development, the rule of law and accountability are met by stronger systems of democratic governance</b>							
<b>Output 2.1 Increased space for public participation in governance</b>	2.1.1 Institutional reforms and systems for good governance and participation.	<ul style="list-style-type: none"> <li>Planning meeting with all partners of the project.</li> <li>Facilitate and advocate for ratification of the PAP Protocol on Legislative mandate.</li> <li>Regional parliaments develop standards and frameworks for the governance and oversight of natural resources.</li> </ul>	Given that this has no funding, it has to be re-formulated in a way that reflects what we are able to achieve with the resources we already have (i.e. staff). Therefore	<b>Output 2.1 Increased space for public participation in governance</b>	2.1.1 Electoral support and knowledge generation on enhanced local governance.	<ul style="list-style-type: none"> <li>Planning meeting with all partners.</li> <li>Participation in inter-agency Needs Assessment Missions (NAMs) on election.</li> <li>Integrated study on local governance and the state of public services in Africa to be finalised, published and</li> </ul>	<p>Ozonnia</p> <p>NAMs are funded by Country Offices but support is provided by RBA.</p> <p>Studies will be published this year.</p>

		<ul style="list-style-type: none"> <li>Standards and regional framework for management of EMBs, electoral observation and adjudication.</li> <li>Prepare and support regional constitutional reform processes for domestication.</li> <li>Develop and domesticate new standards of local governance and public administration in Africa.</li> </ul>	almost all these activities need to be cut and reduced.			disseminated.	
	2.1.2 Increased capacity for public and civil society engagement.	<ul style="list-style-type: none"> <li>Facilitate civic oversight, monitoring and engagement of AU/REC organs.</li> <li>Complete and implement result from regional studies on human rights institutions, and on women in the judiciary.</li> <li>Regional standards on women's participation in political processes.</li> <li>Develop mobile based platform for citizen engagement on functioning of AU Organs/institutions.</li> <li>Publish annual report on state of governance in Africa.</li> </ul>	Most of these activities do not have funding with the exception of the Study on the state of Human Rights Institutions in Africa which will be translated and launched with support from New York.		2.1.2 Knowledge generation on civic oversight and human rights institutions.	<ul style="list-style-type: none"> <li>Complete and launch regional study on human rights institutions</li> </ul>	Ozonnia
<b>Output 2.2 State and societal interactions and legitimacy deepened</b>	2.2.1 Enhanced accountability and performance of governance institutions	<ul style="list-style-type: none"> <li>Integrated regional and comprehensive governance assessments; briefings and publications developed</li> <li>Technical advisory services for NEPAD/APRM to operationalise National Plan of Action's (NPoAs), at the country level</li> <li>Support APRM to conduct national assessments</li> <li>Develop and implement a</li> </ul>	The APRM had to be reactivated. Activities around this mechanism therefore was reduced. The focus has been on reactivation and communication strategy.	<b>Output 2.2 State and societal interactions and legitimacy deepened (refine)</b>	2.2.1 Targeted support to regional governance institutions and deepened understanding of governance challenges at country level (in at least 9 countries).	<ul style="list-style-type: none"> <li>Develop project document in support of SHaSA GPS in 20 countries)</li> <li>Integrated regional and comprehensive governance assessments conducted, briefing and publications developed.</li> <li>Reactivation of the NEPAD/APRM</li> <li>Support APRM to</li> </ul>	Ozonnia

		<p>comprehensive advocacy and communication strategy for APRM</p> <ul style="list-style-type: none"> <li>Organize governance innovation lab.</li> </ul>	<p>The Governance innovation lab was not funded. Some of the activities need to be narrowed, and therefore the outputs and activity results also have to be narrowed.</p>			<p>conduct national assessments</p> <ul style="list-style-type: none"> <li>Support development of 5-year strategic plan for APRM</li> <li>Develop 5-year project document in support of APRM Trust Fund</li> <li>Support NEPAD for SDGs Advocacy. Develop and implement a comprehensive advocacy and communication strategy for APRM.</li> <li>Development of new project document on the ratification and domestication of AU treaties.</li> <li>Support AU Office of Legal Counsel to organize regional workshops on domestication including treaties on gender equality and women empowerment</li> <li>Support the AU Office of Legal Counsel to provide technical expertise to select countries to ratify and domesticate select treaties</li> <li>Support the AU Office of Legal Counsel to establish a data tracking and monitoring system on treaties and instruments domesticated and registered with the AUC.</li> <li>Organize governance</li> </ul>	
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						innovation lab.	
	2.2.2 Mechanisms to measure the social contract and people integration	<ul style="list-style-type: none"> <li>Set up regional platform to measure public perception on service delivery and social cohesion.</li> <li>Publication on social perception and cohesion at regional level</li> <li>Regional value systems and social campaign to bridge cultural perceptions.</li> <li>Support regional bodies in campaign on social cohesion and inter-generational relations/group relations in Africa</li> <li>Facilitate 2 regional plans of action for human and social integration, access to justice and citizens security.</li> </ul>			2.2.2 Knowledge generation on social cohesion and renewed reflection on governance in Africa.	<ul style="list-style-type: none"> <li>Publication on social perception and cohesion at regional level.</li> <li>Develop concept note and hold high-level experts meeting to develop a new framework for governance.</li> </ul>	Ozonnia
	2.2.3: Enhanced urban governance	<ul style="list-style-type: none"> <li>Action research on urban governance.</li> <li>Develop standard models and frameworks for governance of urban areas.</li> <li>Inter-megapoly exchange of experience and capacities to address critical urban governance issues in 2 cities.</li> <li>Experiential learning meetings by Mayors of megapolies in Africa.</li> </ul>	<p>Largely completed.</p> <p>Insufficient funding.</p>		2.2.3 Enhanced knowledge and understanding on how to improve approaches to urban governance.	<ul style="list-style-type: none"> <li>Action research on urban governance.</li> <li>Publication and launch of report on urban governance.</li> </ul>	Ozonnia
<b>Output 2.3 Enabling Economic Governance for Structural Transformation</b>	2.3.1 Public financial management improved	<ul style="list-style-type: none"> <li>Publication series on regional trends on illicit financial flows.</li> <li>Economic literacy training for continental and regional parliaments; and regional CSO networks on illicit</li> </ul>	<p>Underway.</p> <p>Funding insufficient.</p>	<b>Output 2.3 Enabling Economic Governance for Structural Transformation (refine)</b>	2.3.1 Enhanced knowledge and responses to financial illicit flows and improved public financial management.	<ul style="list-style-type: none"> <li>Publication series on regional trends on illicit financial flows.</li> <li>Development of a pilot national strategy (Ghana) on dealing with illicit</li> </ul>	Ozonnia

		<ul style="list-style-type: none"><li>financial flows.</li><li>Development and domestication of regional strategies and approaches to illicit financial flows.</li></ul>	Pilot underway – funding insufficient to complete elsewhere.  Adding activities on border areas in light of funding opportunity.  Additional of activity of public financial management in light of funding.			<ul style="list-style-type: none"><li>financial flows.</li><li>Regional consultation on how to deal with corruption and illicit financial flows in border areas.</li><li>Support to West African countries on public financial management.</li></ul>	
	2.3.2 Economic Transformation Boosted	<ul style="list-style-type: none"><li>Research and knowledge development on successful models of governance underpinning economic transformation.</li><li>South-South policy exchanges on successful governance systems underpinning economic transformation.</li><li>Institution to institution partnerships on governance underpinning economic transformation.</li><li>Framework for civil and administrative asset recovery developed and domesticated.</li></ul>	Funding insufficient.		NA	NA	NA
Outcome Three: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.							
Output 3.1 Improved and coordinated regional peace architecture through policies and strategies	3.1.1. Transition processes for conflict affected states strengthened	Action research to inform regional strategies on reconciliation and development of regional reconciliation frameworks. Regional guidelines and tools for effective conflict	In light of insufficient funding all activities need to be revised to reflect what the team is able to	Output 3.1 Improved and coordinated regional peace architecture through policies and strategies (TO BE REFORMULATED)	3.1.1. Enhanced regional policies and national responses to peace and security issues in select countries	<ul style="list-style-type: none"><li>Engagement in major policy fora related to peace and security.</li><li>Policy support to the AU, RECs and civil society networks on peace</li></ul>	Aliou

		analyses and response. Regional meetings to coordinate prevention of and response to conflicts Domestication of regional strategies to respond to conflict and armed violence. Technical advisory service on Reintegration for Cote d'Ivoire.	do with the current resources (Staff).			and security issues. <ul style="list-style-type: none"> <li>Assistance to COs upon demand to conduct scenario analyses in the context of elections (on demand).</li> <li>Development of regional strategies for Central African Region and the Horn of Africa.</li> </ul>	
	3.1.2. Development response to extremism/ radicalization improved	Regional analysis of drivers of radicalization Continental and regional approaches, frameworks and strategies for responding to radicalization. Programmatic roadmap to address radicalization	Underway.		3.1.2. Enhanced understanding of violent extremism and development of strategies to address it	<ul style="list-style-type: none"> <li>Regional analysis of drivers of radicalization.</li> <li>Continental and regional approaches, frameworks and strategies for responding to radicalization.</li> <li>Programmatic roadmap to address radicalization</li> </ul>	Ozonnia
<b>Output 3.2 Regional preparedness capacity strengthened to prevent disasters and manage risk</b>	3.2.1 Regional Early warning systems, response and recovery mechanisms for AUC/RECs strengthened.	<p>Review of regional early warning systems and climate information-sharing mechanisms in Africa. Undertake regional risk assessments and design indicators for disaster risk and disaster loss databases in ECOWAS, SADC and ECCAS.</p> <p>Develop response and recovery systems to anticipate and respond to future disaster and conflicts risks in ECOWAS, SADC, EAC, and ECCAS regions. Develop regional frameworks for preparedness, post-crisis recovery and reintegration in urban settings. Knowledge product on the interface between disaster and</p>	<p>No resources available to complete this.</p> <p>Needs to be reformulated – conflict aspect has not taken place.</p> <p>Contributing to the work that</p>		3.2.1 Regional early - warning systems, response and recovery mechanisms for AUC/RECs strengthened.	<ul style="list-style-type: none"> <li>Review of regional early warning systems and climate information-sharing mechanisms in Africa.</li> <li>Facilitate access to the best available data and information on climate variability and impacts to support dynamic, long-term national and sub-regional planning and decision-making mechanisms.</li> <li>Develop recovery systems and PDNA capacities to anticipate and respond to future disaster risks in ECOWAS and SADC, IGAD regions.</li> </ul>	Aliou

		conflict risks in Africa and gender sensitive integrated responses.	Ozonias team is doing on urbanisation.  No funding and appetite to do this now. Some on-going work on this already by UNEP.			<ul style="list-style-type: none"> <li>Develop Integrated Regional Integrated Early Warning systems for IGAD.</li> <li>Providing inputs on climate change and urbanisation in order to develop regional frameworks.</li> </ul>	
	3.2.2 Integrated RSC capacity to respond to crisis risk enhanced	<ul style="list-style-type: none"> <li>- Set up a task team and systems to coordinate RSC planning and response</li> <li>- Briefing notes on the strategy for regional crisis management (briefing and policy notes)</li> <li>- Support to the Ebola Humanitarian Corridor and Ebola Economic impact Studies</li> </ul>	Limited funding.		3.2.2 Integrated RSC capacity to respond to crisis risk enhanced	<ul style="list-style-type: none"> <li>Support to the Ebola Humanitarian Corridor and Ebola Economic impact Studies</li> </ul>	Ozonias
<b>Output 3.3 Climate change adaption/mitigation and disaster risk reduction mainstreamed into regional development plans</b>	3.3.1 Regional DRR/CC Frameworks and strategies reviewed and new policies and plan of Actions developed	<p>Review of AUC/RECs Strategies and Programme of Action on DRR. Technical advisory services to design AUC/RECs post Hyogo Framework for Action 2015-2025. Technical advisory services to the African Group of Negotiators (AGN) on Climate Change and the implementation of AUC/RECs Climate Change Strategies. Technical advisory services to the implementation of regional resilience building frameworks, strategies and Plan of Actions (Sahel and Southern Africa) Support the Mali Resilience Platform</p>	Merging one and two.	<b>Output 3.3. Regional bodies and institutions capacitated to implement International agreements on Disaster Risk Reduction (Sendai Framework) and Climate Change adaption/mitigation (Paris Agreement)</b>	3.3.1 Regional DRR/CC Frameworks and strategies reviewed and new policies and plan of Actions developed	<ul style="list-style-type: none"> <li>Support development of AUC and RECs DRR strategies and Programmes of Action for the Implementation of the Sendai Framework 2015-2025.</li> <li>Technical advisory services to the African Group of Negotiators (AGN) and the Least Developed Countries (LDCs) Group on the implementation of the Paris Agreement on Climate Change.</li> <li>Provide guidance and support to AUC and its groupings for intensifying their preparation for ratification of the Paris</li> </ul>	Aliou

						<p>Agreement.</p> <ul style="list-style-type: none"> <li>▪ Technical advisory services to RIASCO and SADC for the implementation of Southern Africa Resilience Framework and El Nino Response and Recovery Plan of Action</li> </ul>	
	3.3.2 Climate change and DRR mainstreamed into regional plans.	<p>Develop regional gender sensitive analytical tools and framework for integrating development, disaster and climate risk management.</p> <p>Technical advisory services on Mainstreaming CCA and DRR principles into sectoral policies (ECOWAS, ECCAS, SADC).</p> <p>Technical advisory services on mainstreaming CCA and DRR in urban planning in five African cities.</p> <p>Conduct regional studies on climate change public expenditure and disaster risk investment.</p> <p>Prepare regional climate change adaptation/mitigation financing mechanisms including climate finance readiness and innovative climate risk financing</p> <p>Conduct a Regional study on Impact of Climate Change on Africa's Economic Transformation.</p>	<p>No funding.</p> <p>No funding.</p> <p>No funding.</p> <p>Resources under regional programme.</p>		3.3.2 Capacity strengthened for accessing the Green Climate Fund and Leveraging public and private climate finance in Africa	<ul style="list-style-type: none"> <li>▪ Provide guidance and support for unlocking Private climate finance in Africa.</li> <li>▪ Develop methodologies and tools to build capacity on climate change public expenditure and Investment reviews (CPEIRs) in ECOWAS and SADC region.</li> <li>▪ Mapping of Africa's climate adaptation finance landscape to support development of the Africa Adaptation Initiative (AAI)</li> <li>▪ Prepare regional climate change adaptation/mitigation financing mechanisms including climate finance readiness and innovative climate risk financing in at least 2 RECs.</li> <li>▪ Conduct a prospective study on potential impact of Climate Change on achieving SDGs and the Africa vision 2063.</li> </ul>	Aliou



<b>4. Outcome Four: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.</b>							
<b>Output 4.1 Regional domestication and financing for SDGs enhanced</b>	4.1.1 African ownership, coherence and engagement on SDGs.	<ul style="list-style-type: none"> <li>Provide technical support on post-2015 negotiations and SDG dialogue.</li> <li>Regional mainstreaming/implementation framework for SDGs developed.</li> <li>Technical advisory support to 10 countries to integrate SDGs into their national development</li> </ul>	<p>Underway .</p> <p>Underway .</p> <p>Insufficient funding.</p>	<b>Output 4.1 Regional domestication and financing for SDGs enhanced</b>	4.1.1 African ownership, coherence and engagement on SDGs.	<ul style="list-style-type: none"> <li>Provide technical support on post-2015 negotiations and SDG dialogue, including organising a conference.</li> <li>Regional mainstreaming/implementation framework for SDGs developed.</li> </ul>	Mansour

		plans.				<ul style="list-style-type: none"> <li>Providing ad hoc support to Member States on domestication.</li> </ul>	
	4.1.2 Financing and tracking mechanisms for SDGs in place.	<ul style="list-style-type: none"> <li>Regional fiscal space analysis and strategy for implementing the SDGs.</li> <li>Technical advisory services for institutional capacity for national tracking of SDGs.</li> <li>Set up a regional digital data and tracking system of SDGs (including gender disaggregated)</li> <li>African MDGRs/SDGRs prepared.</li> </ul>	<p>Insufficient funding.</p> <p>Insufficient funding.</p>		4.1.2 Tracking mechanisms for SDGs in place.	<ul style="list-style-type: none"> <li>African MDGRs/SDGRs prepared.</li> </ul>	Ayo
<b>Output 4.2 Enhanced South South Cooperation (SSC) and Triangular Cooperation (TrC) for regional development solutions</b>	4.2.1 Enhanced capacity to facilitate SSC and partnerships	<ul style="list-style-type: none"> <li>Assessment and inventory of SSC/TrC initiatives.</li> <li>Develop regional SSC/TrC strategy.</li> </ul>	Evolving and funded. Need to add one activity which has been underway with resources already provided (staff person).	<b>Output 4.2 Enhanced EDC and South-South cooperation for regional development solutions.</b>	4.2.1 Enabling environment for South-South cooperation fostered at country and regional levels.	<ul style="list-style-type: none"> <li>Capacity Development initiatives undertaken at country level for consolidation of SSC Units.</li> <li>Technical support to develop roster of expertise in five (5) countries.</li> <li>Develop regional SSC/TrC strategy.</li> <li>Formalisation of a community of practice amongst south-south focal points in COs.</li> </ul>	Orria
	4.2.2 Functional systems to source expertise and skills for development effectiveness in place	<ul style="list-style-type: none"> <li>Establish regional talent bank mechanism including software platform.</li> <li>Establish partnerships and Memorandum of Understanding</li> </ul>	<p>Insufficient funding.</p> <p>Needs to be</p>		4.2.2 Functioning systems to source expertise and skills for south-south cooperation in place.	<ul style="list-style-type: none"> <li>Regional database of SSC/TrC initiatives accessible and functioning (linked with the Global Development</li> </ul>	Orria

		<p>(MoUs) to operationalize SSC and TrC (Governments, RECs, CSOs, Academia, Think Tanks).</p> <ul style="list-style-type: none"> <li>▪ Technical support to develop roster of expertise in five (5) countries and 2 regional organisations.</li> </ul>	<p>narrowed.</p> <p>Needs to be narrowed.</p> <p>Need to add in extra activity result to take into account EDC activities that were not well reflected in original RFF.</p>			<p>Solutions Exchange Platform).</p> <ul style="list-style-type: none"> <li>▪ Establish partnerships and Memorandum of Understanding (MoUs) to operationalize SSC.</li> </ul>	
NA.					<p>4.2.3 Implementation of EDC principles are regional and country level.</p>	<ul style="list-style-type: none"> <li>▪ Support for the development of integrated national financing frameworks (including through development finance assessments) in 4 pilot countries.</li> <li>▪ Conduct national and regional GPEDC monitoring surveys (in over 30 countries).</li> <li>▪ Support to countries and consultation meetings for the development of the common Africa positioning towards the High-Level meeting of the Global Partnership for Development Effectiveness (GPEDC).</li> </ul>	<p>Orria</p> <p>Not well-reflected in original RFF but forms a significant amount of work.</p>

Output 4.3 Mechanisms in place to generate and share knowledge on development solutions	4.3.1 African development research programme.	<ul style="list-style-type: none"><li>African Human Development Report on Political Economy of Women’s Empowerment and Gender Equality</li><li>Inequality Study in Africa.</li><li>RBA Policy Briefs.</li><li>RBA Occasional Papers.</li><li>African Economic Outlook</li><li>Periodical reflections and research papers.</li></ul>	Nearing completion.	Output 4.3 Mechanisms in place to generate and share knowledge on development solutions	4.3.1 African development research programme.	<ul style="list-style-type: none"><li>African Human Development Report on Political Economy of Women’s Empowerment and Gender Equality .</li><li>Inequality Study in Africa.</li><li>RBA Policy Briefs.</li><li>RBA Occasional or Working Paper series.</li><li>African Economic Outlook (completed).</li><li>Study on LDC graduation in Africa; research work on primary booms and busts in sub-Saharan Africa (and launch).</li></ul>	Ayo
	4.3.2 Dialogue and platforms for sharing experiences on development results	<ul style="list-style-type: none"><li>Annual NEPAD/RSC Development Forum.</li><li>African Economic Conferences</li><li>RBA Economist Cluster Meetings.</li><li>African Expert Group Meetings on the MDGs/SDGs organized.</li><li>African Emergence Conference organized.</li><li>Organisation of RSC led development debate series with partners – based on sequenced Cluster research</li><li>LDC Graduation Forum organized.</li></ul>	Insufficient funding. Underway .		4.3.2 Dialogue and platforms for sharing experiences on development results	<ul style="list-style-type: none"><li>African Economic Conferences.</li><li>African Expert Group Meetings on the MDGs/SDGs organized.</li><li>African Emergence Conference organized.</li><li>Organisation of RSC led development debate series with partners – based on sequenced Cluster research</li><li>LDC Graduation Forum organized.</li></ul>	
Outcome 4+1: Faster progress is achieved in reducing gender inequality and promoting women’s empowerment.							
Output 4+1.1 Regional measures accelerated to advance women’s participation and	4+1.1.1 Conducive environment in place for WPP acceleration	<ul style="list-style-type: none"><li>Interactive assessment of legal and institutional barriers to women’s political participation, appropriate strategies/best practices and priority policy</li></ul>	No funding but able to achieve last activity as a staff person/team.	Output 4+1.1 Regional measures accelerated to advance women’s participation and	1.1.1 Technical support to regional institutions and country offices on domestication.	<ul style="list-style-type: none"><li>Advisory, advocacy and technical support to regional institutions and country offices for domestication.</li></ul>	Odette

leadership.		roadmap; ▪ Gap assessment of existing training, and advocacy programmes for women's effective political participation and transformational leadership; ▪ Develop toolkit for institutional capacity development for mainstreaming gender in constitutional and electoral reforms. ▪ Advisory support to advocacy for domestication, monitoring, reporting and accountability for regional and sub-regional instruments (Maputo Protocol, AU Solemn Declaration);	Output needs to be narrowed.	leadership.	implementation and reporting on gender-specific commitments (national, regional and global).	monitoring, reporting and accountability of regional and sub-regional instruments (Maputo Protocol, AU Solemn Declaration, SDGs). ▪ Technical support on the development of the African Human Development Report on Gender in collaboration with RBA.	
					1.1.2. RBA COs effectiveness and accountability to gender equality results enhanced through the implementation of Gender Equality Seal initiative.  1.1.3. Gender seal initiative implemented in at least private/public sector companies from at least 3 RBA COs in collaboration with	▪ Technical support to COs to develop baseline and action plans for improvement including capacity building, development of appropriate tools and support throughout the process of gender seal certification. ▪ Collect and disseminate the best practices in the implementation of gender seal initiative.  ▪ Identify 3 COs based on specific criteria, and provide a technical support to selected private/public companies to implement the gender seal certification process.	

					Panama RSC.		
					1.1.4: RSCA effectiveness and accountability to achieve gender equality results enhanced through the implementation of GS initiative.	<ul style="list-style-type: none"> <li>Update the benchmarking matrix and support the implementation of gender seal initiative at the RSCA including the Nairobi and Dakar Platforms.</li> </ul>	
	4+1.1.2 Gender responsive Regional Institutional effectiveness and accountability	<ul style="list-style-type: none"> <li>Promote multi-stakeholder dialogue platforms for inclusive debate on gender responsive public and private institutions</li> <li>Technical advisory services for capacity development in respect of gender responsive planning, budgeting and implementation in UNDP programmes (GES) and documentation of best practices.</li> <li>Support capacity development of regional gender observatories for gender responsive regional institutional effectiveness monitoring and reporting.</li> </ul>	Not sufficient funding; small funding for second activity RBA, HQ and in general COs pay directly. Third activity does not have funding.				Odette - moved up.
<b>Output 4+1.2 Regional measures accelerated to advance women's economic empowerment.</b>	4+1.1.2: Regional agricultural and economic transformation strategies and programs integrate gender perspectives	<ul style="list-style-type: none"> <li>Technical advisory services for integration of gender perspectives in implementation of flagship regional initiatives including NEPAD/CAADP work plans and budgets;</li> <li>Support women's organisation effective participation in discussion on trans-continental free trade areas including targeted policy briefs on women in regional trade.</li> <li>Assessments and policy briefs on women's participation and contribution in the corporate sector (trade, finance,</li> </ul>	Was specifically designed for collaboration with NEPAD; however, NEPAD elaborated a different strategy – lack of funding issues.	<b>Output 4+1.2 Regional measures accelerated to advance women's economic empowerment.</b>	1	<ul style="list-style-type: none"> <li>.</li> </ul>	Odette

		extractives, mining, agribusiness, climate change) to inform advocacy and dialogue between RECs and private sector for enhanced opportunities for women entrepreneurs (including business incubator services)					
					1.2.2 Strengthened women's capacity to prevent conflict in their communities and further participate in PS processes.	<ul style="list-style-type: none"> <li>Technical support to ECOWAS MS and women's networks to increase participation of women in peace and security processes and prevent conflict through regular consultation meetings and experience sharing in partnership with UNOWA, UN Women and some COS.</li> </ul>	
<b>Output 4+1.3 Regional systems and measures in place to strengthen women's engagement in peace and security</b>	4+1.3.1 Strengthened measures for women's engagement	<ul style="list-style-type: none"> <li>Set up and train a regional roster of women mediators for peace and security.</li> <li>Identify regional champions and organise regional advocacy events for women security and prevention of SGBV.</li> <li>Advisory support to the AUC Peace and Security Programme on GPS – special focus on SGBV prevention dimensions.</li> <li>Commission regional research on resources based conflicts and impact on women and the socio cohesion (land, extractives, and CC) and develop regional follow-up action plans to implement the research findings.</li> <li>Comparative study on role</li> </ul>	No funding for the other activities. Advisory support focus, and support to ECOWAS should be included.	<b>Output 4+1.3 Regional systems and measures in place to strengthen women's engagement in peace and security</b>	1.3.1. Continental Results Framework to support Member States accountability to women peace and security developed.	<ul style="list-style-type: none"> <li>Advisory support to the AUC Women, Peace and Security Special Envoy office to develop the Continental Results Framework in collaboration with MS and REC representatives. The framework will provide an appropriate mechanism for MS to report on the implementation of 1325 UNSCR and other related resolutions and also for sharing best practices</li> </ul>	Odette

		of women in fragile/post conflict (CAR, South Sudan, Mali and DRC) with recommendations on programming;					
<b>AU- UNDP Gender Project:</b> <b>Building an Enabling Environment for Women's Economic Empowerment &amp; Political Participation in Africa</b>							
Output	Activity Results	Activities	Comments	Output	Activity Results	Indicative Activities	Responsible Point Person
<b>Project Output (1)</b> <b>4+1.4</b> <b>African Union and RECs have enhanced capacity to support gender responsive agricultural investment</b> <b>1b</b>	4+1.4. 1. <i>Best practice/models for increased women's access to Credit Insurance Schemes in each sub-region identified and lessons learned codified to support upscaling at regional level;</i> 2. <i>Models for ICT/SMS based access to extension and marketing information identified;</i> 3. <i>Implementation of commitments to AU policy framework for enhancing women's ownership of land supported at regional and national levels;</i> 4. <i>Dedicated resources for women in existing AU and Regional CAADP investment plans mobilized;</i>	<ul style="list-style-type: none"> <li>Identify successful models (at least one in each sub-region)</li> <li>Codify best practice &amp; develop plan of action</li> <li>Validation and dissemination</li> <li>Identify successful models</li> <li>Codify best practice &amp; develop plan of action</li> <li>Validation and dissemination</li> <li>Identify and codify best practices</li> <li>Provide technical advice to policy development and land reform processes</li> <li>Identify and codify best practices, support policy dialogue and awareness raising</li> </ul>	Needs to be significantly narrowed	<b>Output 4+1.4</b>	4+1.4.1 Best practice/models for increased women's access to Credit Insurance Schemes in each sub-region identified and lessons learned codified to support upscaling at regional level.	<ul style="list-style-type: none"> <li>Identify successful models (at least one in each sub-region)</li> </ul>	Elizabeth



	Codifying best practice/models for increased women's access to Credit Insurance Schemes in each sub-region and lessons learned to support replicating at regional level.						
					4+1.4.2 Implementation of commitments to AU policy framework for enhancing women's ownership of land supported at regional and national levels.	<ul style="list-style-type: none"><li>Codify best practice and develop plan of action.</li></ul>	
					4+1.4.3 Dedicated resources for women in existing AU and Regional CAADP investment plans mobilized.	<ul style="list-style-type: none"><li>Codify best practice and develop plan of action.</li></ul>	
	4+1.5.1 Mobilizing dedicated resources for women in existing AU and Regional CAADP investment plans.	Activities to be completed.	Adapting and narrowing.		4+1.5.1 Enhanced capacity of the AU to respond to women's concerns under CAADP.	<ul style="list-style-type: none"><li>Codify best practice &amp; develop plan of action.</li><li>Technical and advisory support to the AU on the CAADP.</li><li>Support provided through the Office of the Chairperson on CAADP, specially on funding to women.</li></ul>	

<b>Project Output (2)</b> <b>4+1.6</b> <b>Women and youth entrepreneurs have improved skills, access to financing and business development services</b>	1. 1. Best practice in promoting Women-led/managed cooperatives inform policy & practice at regional level;  2. RECs programmes that facilitate women's access to regional markets strengthened  3. Innovative models for brokering virtual exchange between producers and buyers for food crops identified and up scaled (ICT & cell phones);  4. Women's access to quality assurance mechanisms/branding for export quality products facilitated within the region;  Developing linkages between Regional Institutions and Women-led/managed	<ul style="list-style-type: none"> <li>• Identify best practice in each sub-region</li> <li>• Codify lessons learned and disseminate</li> <li>• Support development of plan of action for up-scaling in each sub-region</li> <li>• Seed funding for pilot public-private initiative</li> <li>• Capacity gap assessment of regional market initiatives</li> <li>• TA to integrate women's issues in trade</li> <li>• Support to women's participation in regional trade policy development</li> <li>• Identification of best practice</li> <li>• Codification of lessons learned &amp; dissemination</li> <li>• Development of plan of action for upscaling</li> <li>• Support to pilot at sub-regional level.</li> <li>• Identify best practice at national and sub-regional levels</li> <li>• Codify lessons learned and disseminate</li> <li>• Facilitate women's access to Quality Assurance</li> <li>• Mechanisms/ training in producing export quality products</li> </ul>	Narrowed.	<b>Women and youth entrepreneurs have improved skills, access to financing and business development services</b>	4+1.6.1 Enhanced understanding of how to harmonize the common markets to respond to the needs of women and youth.	<ul style="list-style-type: none"> <li>• Study on women and the common market.</li> <li>• Codification and dissemination of best practice to inform policy and practice.</li> <li>• Identify best practice in each sub-region.</li> <li>• Codify lessons learned and disseminate.</li> <li>• Support development of plan of action for up-scaling in each sub-region.</li> <li>• Seed funding for pilot public-private initiative.</li> <li>• Capacity gap assessment of regional market initiatives.</li> <li>• TA to integrate women's issues in trade.</li> <li>• Support to women's participation in regional trade policy development.</li> </ul>	Elizabeth
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	cooperatives within each sub-regional common market/customs union for replicating and standardizing services to women, monitoring, codification and dissemination of best practice to inform policy and practice						
	4+1.6.2 Strengthening RECs programs to facilitate women's access to regional markets		Narrowed.		4+1.6.2 Strengthening RECs programs to facilitate women's access to regional markets	<ul style="list-style-type: none"> <li>Capacity building on Gender infrastructure and trade</li> </ul>	
	4+1.6.3. Promoting replication of Innovative models for brokering virtual exchange between producers and buyers for food crops across the region (ICT & cell phones).		Insufficient		NA	NA	
	4+1.6.4 Advocating for countries to fully implement their commitments to AU policy framework for enhancing women ownership of land support.		Funded.		4+1.6.4 Advocating for countries to fully implement their commitments to AU policy framework for enhancing women ownership of land support.	<ul style="list-style-type: none"> <li>Regional study to document best practices on women's access and ownership of land.</li> <li>High level meeting on women and land.</li> <li>Promoting transformative approaches to enhance access, ownership and control.</li> </ul>	

	4+1.6.5. Facilitating women's access to quality assurance mechanisms/branding for export quality products facilitated within the region.		Insufficient funding.		NA	NA	
	4+1.6.6 Incorporating in the regional trade protocols the needs and priorities of women traders (support to development and implementation)		Will be achieved through training.		4+1.6.6 Incorporating in the regional trade protocols the needs and priorities of women traders (support to development and implementation).		
<b>Output 4+1.7 Targeted women and youth entrepreneurs have improved skills and access to financing and business development services</b>	4+1.7.1 Making the inter-regional mentorship programme by successful women and men entrepreneurs to develop skills of women entrepreneurs for high quality production become functional.		To be framed.	<b>Output 4+1.7 Targeted women and youth entrepreneurs have improved skills and access to financing and business development services</b>	4+1.7.1 Making the inter-regional mentorship programme by successful women and men entrepreneurs to develop skills of women entrepreneurs for high quality production become functional.	<ul style="list-style-type: none"> <li>Training for women and youth in agri-business and entrepreneurship skills.</li> </ul>	Elizabeth
	4+1.7.2 Documenting success stories of innovative and growth-oriented African women entrepreneurs and supporting trade publications such as (Women Mean Business')		Underway.		4+1.7.2 Documenting success stories of innovative and growth-oriented African women entrepreneurs and supporting trade publications such as (Women Mean Business').	<ul style="list-style-type: none"> <li>Documentary on women entrepreneurship.</li> </ul>	

	4+1.7.3 Providing support to include more young women in NEPAD sub-regional incubation centres (including seed funding)		Insufficient funding.		4+1.7.3 Support to NEPAD on gender mainstreaming.	<ul style="list-style-type: none"><li>Provision of advisory support to NEPAD on mainstreaming gender/</li></ul>	Elizabeth
	4+1.7.4 Initiating a Platform for identifying and publicizing new enterprises by young women, linking them to potential financiers and providing information on available public and private sector funding opportunities for women entrepreneurs and disseminating the results monitored.		Insufficient funding.		NA		Elizabeth
<b>Output 4+1.8</b> <b>Enhanced public awareness and debates around the principles of gender equality and women leadership to influence social norms</b>	4+1.8.1 Identifying and instituting Awards for a) women leaders with distinction and b) male role models/gender champions based on nomination by sub-regions and countries.		Insufficient funding.	<b>Output 4+1.8</b> <b>Enhanced public awareness and debates around the principles of gender equality and women leadership to influence social norms</b>	4+1.8.1 Facilitating and publicizing innovative public debates on gender equality principles and inter-active dialogue on different perceptions/viewpoints by women, men and various constituencies to stimulate public discussion and social norm change.		Elizabeth
					4+1.8.2 Supporting the mechanism for regional/sub-regional women's parliamentary caucus peer information and experience exchange to become functional.		
	4+1.8.2 Facilitating and publicizing innovative public debates on gender		Ongoing and funded.		4+1.8.3 Facilitating and publicizing innovative public debates on gender	<ul style="list-style-type: none"><li>Assessment of legal and institutional barriers to women's political participation,</li></ul>	

	equality principles and inter-active dialogue on different perceptions/viewpoints by women, men and various constituencies to stimulate public discussion and social norm change.				equality principles and inter-active dialogue on different perceptions/viewpoints by women, men and various constituencies to stimulate public discussion and social norm change.	appropriate strategies/best practices and priority policy roadmap.	
	4+1.8.3 Supporting the mechanism for regional/sub-regional women's parliamentary caucus peer information and experience exchange to become functional		Ongoing and funded.		4+1.8.4 Supporting the mechanism for regional/sub-regional women's parliamentary caucus peer information and experience exchange to become functional.	<ul style="list-style-type: none"> <li>Gap assessment of existing training, and advocacy programmes for women's effective political participation and transformational leadership.</li> </ul>	
	4+1.6.4 Undertake and complete regional profiling of women leaders across public and private spheres, publicize (initial volume of a living database) and advocate inclusion of qualified women in candidate rosters at high level.				4+1.8.5 Capacity building support for gender-related constitutional and electoral reform.	<ul style="list-style-type: none"> <li>Develop toolkit for institutional capacity development for mainstreaming gender in constitutional and electoral reforms.</li> </ul>	
	4+1.6.5 Compiling and publicizing Briefs on status of gender parity in regional governance bodies.		Refined.  Activity has to be added to take into work being undertaken by staff person.		4+1.8.6 Compiling and publicizing Briefs on status of gender parity in national and local governance at (country level.)		
NA					4+1.8.7 Increased responsive of the AU to the problems that are raised.	<ul style="list-style-type: none"> <li>Technical and advisory support to the AU.</li> </ul>	

<b>Output 4+1.9</b> <b>Analytical capacities and tools developed and disseminated to integrate gender equality considerations in planning, budgeting and monitoring of AUs and the RECs</b> <b>Enhanced integration of Gender equality in institutional planning, budgeting and monitoring process at regional level (AUC, RECs)</b>	4+1.9.1 Providing technical advisory services to integrate gender equality in planning, budgeting and monitoring at the regional, sub-regional and sector levels (assessments, participation in plan development processes).		Ongoing	<b>Output 4+1.9</b> <b>Enhanced integration of Gender equality in institutional planning, budgeting and monitoring process at regional level (AUC, RECs)</b>	4+1.9.1 Analytical capacities and tools developed and disseminated to integrate gender equality considerations in planning, budgeting and monitoring of AUs and the RECs	<ul style="list-style-type: none"> <li>Gender assessment of the AUC on Mainstreaming Gender in Planning, Budgeting and monitoring and Evaluation.</li> <li>Development of a curricula for a tailor – made training on Gender ICT infrastructure and trade;</li> </ul>	Elizabeth
					4+1.9.2 Providing technical advisory services to integrate gender equality in planning, budgeting and monitoring at the regional, sub-regional and sector levels (assessments, participation in plan development processes).	<ul style="list-style-type: none"> <li>Conduct training on mainstreaming gender into the Planning, Budgeting, monitoring and evaluation for AUC and RECs.</li> <li>Review the GEMPI training modules to integrate current AUC development goals.</li> </ul>	
	4+1.9.2 Develop and disseminate learning/knowledge products on best practices for integrating gender equality in trade and economic development, regional integration, social affairs, peace and security, and energy and the environment.		On-going.		4+1.9.3 Develop and disseminate learning/knowledge products on best practices for integrating gender equality in trade and economic development, regional integration, social affairs, peace and security, and energy and the environment.	<ul style="list-style-type: none"> <li>Policy brief on gender and trade in Africa.</li> <li>Develop and disseminate learning/knowledge products on best practices for integrating gender equality in trade and economic development, regional integration, social</li> </ul>	

						affairs, peace and security, and energy and the environment.	
	4+1.9.3 Training for planning and budget experts at regional, sub-regional level using distance based learning platforms.		Underway/ ongoing		4+1.9.4 Training for planning and budget experts at regional, sub-regional level using distance based learning platforms.	<ul style="list-style-type: none"><li>Training for planning and budget experts at regional, sub-regional level using distance based learning platforms.</li></ul>	Elizabeth
					4+1.9.5 Enhanced capacity of the Directorate of Gender in order to spread gender mainstreaming in the AU.		Elizabeth



## **Annex Two: Overview of guidelines used for the reduction of scope exercise**

### **Overview**

The Regional Bureau for Africa is now in the second half of the implementing phase of its Regional Programme for 2014-2017. Following the Performance Audit of the Regional Programme the programme now needs to narrow its scope to ensure maximum effectiveness and impact for the remaining project implementation period. This document, therefore, outlines the process through which cluster leads and regional offices will be engaged with to streamline and effectively reduce the scope of the regional programme through a re-evaluation of planned activities and a selection process based on a set of pre-defined criteria.

### **Development of Review Criteria**

The below criteria have been elaborated on the basis of the Performance Audit of the Regional Programme, and an adapted/tailored version of the OEDC-DAC criteria for evaluating development assistance. The process for evaluating programmes will be undertaken in a participatory and transparent manner, in consultation with cluster leaders and regional offices. Once the scope of the programme has been reduced, the Results and Resources Framework, baselines, targets and indicators will be revised to reflect these changes for the remaining period of the Regional Programme 2014-2017.

### **Framework for Analysis**

The below framework for analysis will be applied to each of the Activity Results for each of the outputs in the regional programme; interviewees will be requested to substantiate their answers with examples/proof/additional documentation, where necessary. Extensive notes will be taken by the independent consultant on the responses given regarding each of the projects; there will then be an indepth review process between the consultant and the Regional Coordinator in order to determine the rankings for each of the projects.

Each activity result will be given an overall score out of 5; the highest scoring projects will be considered 'Tier 1' projects and will remain in the programme; the lower scoring projects will be considered 'Tier 2' projects and, following discussions between the cluster lead and the Regional Coordinator, will be excluded from the programme, if necessary (with an appropriate communications strategy with key partners then implemented). A written justification for the rankings will be provided. Cluster leads will be given the opportunity to review rankings in discussion with the Regional Coordinator. Those projects that require but are yet to receive funding will be immediately excluded from the programme in light of pressing time and resource constraints.

#### ***Projects should be ranked according to the following criteria:***

- 5: Excellent/Highly likely/Strongly agree
- 4: Good/Likely/Agree
- 3: Satisfactory/Probable/Not sure
- 2: Below expectations/Unlikely/Disagree
- 1: Poor/Improbable/Not valid/Strongly disagree

No.	Criteria	Key questions	Rank	Category Av.
1	Funding	Has funding been secured? Are funds sufficient to deliver on results?	Yes/No	Yes/No

2.	Relevance	To what extent are the objectives of the project still valid?		
		Are the activities consistent with the desired output/outcome/impact?		
		Does the project contribute to the SDGs, SSc, TrC?		
3.	Effectiveness	To what extent are the objective likely to be achieved (in the remaining timeframe)?		
		Is the environment conducive to the achievement of these objectives?		
		Does this project/activity help UNDP to position itself as a thought leader?		
4.	Efficiency	Are these projects/activities cost-efficient?		
		Are the objectives likely to be achieve on time?		
		Has the programme been designed in a way that is more efficient than the alternatives?		
5.	Impact	Has the programme already had positive/significant impacts on beneficiaries?		
		Is the programme likely to have a significant impact on beneficiaries?		
		Will this project/these activities benefit either a large number of people or a particularly significant (e.g. marginalised/target etc.) group of people?		
6.	Sustainability	To what extent will the benefits of this project/activities continue after UNDP engagement has ceased?		
7.	Partnerships	To what extent does this project encourage partnerships with regional/sub-regional entities?		
		To what extent does this project encourage partnerships with key stakeholders such as civil society groups, the private sector, and/or think-tanks/universities?		
8.	Bonus: Innovation and creativity	To what extent does the project/activities encourage innovative/creative thinking and practices to resolve complex problems/challenges?		

## Annex Three. Results and resources framework for the regional programme for Africa (2014-2017)

REGIONAL PRIORITY OR GOAL: To build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena			
Regional programme outcomes: baseline, indicator(s), targets, and sources of data <sup>2</sup>	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
<p><b>Outcome 1:</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods, especially for the poor and excluded (<i>SP outcome 1</i>)</p> <p><b>Indicative outcome indicators:</b></p> <ol style="list-style-type: none"> <li>1. Coverage of new livelihood and employment generation policies and programmes disaggregated by sector and sub-sector and by gender, age and excluded groups, and by wage category where available in RECs/countries</li> <li>2. Annual value of the contribution of Africa to global trade and investment</li> <li>3. Coverage of policy and institutional reforms that increase access to social protection schemes, targeting the poor</li> </ol>	<p><b>Output 1.1.</b> Regional and subregional systems and institutions enabled to support countries to achieve structural transformation of productive capacities that are sustainable and jobs- and livelihoods- intensive (<i>SP output 1.1</i>)</p>	<p><b>1.1.1.</b> Number of RECs/countries with new livelihood- and employment-generation policies and programmes disaggregated by sector and subsector and by gender, age and excluded groups, and by wage category where available</p> <p><b>1.1.2.</b> Number of regional agricultural, extractive and industrial value chains in which SMEs (especially women and youth led) are actively engaged</p> <p><b>1.1.3.</b> Number of RECs/countries with policy and institutional reforms that increase access to social protection schemes, targeting the poor and other at-risk groups (disaggregated by sex, age, rural/urban)</p> <p><b>1.1.4.</b> Number of strategic priorities in continental free trade areas supported</p>	<p>Regular:\$36,000,000</p> <p>Other: \$20,000,000</p>

<sup>2</sup> African Economic Outlook; global, regional and national HDRs; regional and national MDGRs; AGRs (regional and national); relevant publications of the IMF and the World Bank

REGIONAL PRIORITY OR GOAL: To build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena			
Regional programme outcomes: baseline, indicator(s), targets, and sources of data <sup>2</sup>	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
<p>and other at-risk populations in Africa</p> <p>4. Number of resource-rich countries with public access to information on contracting and revenues related to extractive industries and use of natural resources, in line with the Africa Mining Vision</p> <p>5. Coverage of cost-efficient and sustainable energy use in Africa, disaggregated by energy source, rural/urban and sex</p> <p><u>Baseline:</u></p> <p><u>2017 targets:</u></p>	<p><b>Output 1.2.</b> Solutions developed at regional and national levels for sustainable management of natural resources, ecosystem services, chemicals and waste</p> <p>(SP output 1.3)</p>	<p><b>1.2.1.</b> Number of resource-rich countries with public access to information on contracting and revenues related to extractive industries and use of natural resources, in line with Africa Mining Vision</p> <p><b>1.2.2.</b> Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystems, chemicals and waste at regional and national levels, disaggregated by partner type</p> <p><b>1.2.3.</b> Number of RECs/countries with comprehensive measures – plans, strategies, policies, programmes and budgets – implemented to achieve low-emission and climate-resilient development objectives</p>	
	<p><b>Output 1.3.</b> Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access, especially off-grid sources of renewable energy</p> <p>(SP output 1.5)</p>	<p><b>1.3.1.</b> Number of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women</p> <p><b>1.3.2.</b> Number of new/improved sustainable energy access initiatives which address the needs of women, youth and rural populations</p>	
<p><b>Outcome 2:</b> Citizens expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (SP outcome 2)</p>	<p><b>Output 2.1.</b> Regional parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability,</p>	<p><b>2.1.1.</b> Number of parliaments, constitution-making bodies and electoral institutions that meet AU/RECs minimum benchmarks to perform core functions effectively</p> <p><b>2.1.2.</b> Number of countries that ratify/accede</p>	<p>Regular: \$27,000,000</p>

REGIONAL PRIORITY OR GOAL: To build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena			
Regional programme outcomes: baseline, indicator(s), targets, and sources of data <sup>2</sup>	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
<p><b><u>Indicative outcome indicators:</u></b></p> <ol style="list-style-type: none"> <li>1. Proportion of African parliaments, constitution-making bodies and electoral institutions that meet AU/RECs minimum benchmarks to effectively perform core functions</li> <li>2. Level of new civil society engagements in critical development and crisis-related issues, disaggregated by sex, age and excluded groups</li> <li>3. Access to justice services to fight discrimination, disaggregated by sex, age and disadvantaged groups (such as people living with or affected by HIV)</li> <li>4. Proportion of decision-making positions (executive, legislative and judicial ) occupied by African women</li> </ol> <p><b><u>Baseline:</u></b></p> <p><b><u>2017 targets:</u></b></p>	<p>participation and representation, including for peaceful transitions</p> <p>(SP output 2.1)</p>	<p>to AU shared values instruments (including human rights treaties) and APRM</p> <p>2.1.3. Number of countries with modernized, restored or strengthened public administration systems with effective performance management, human resource planning and policy architecture, and e-government policies</p>	Other: \$20,000,000
	<p><b>Output 2.2.</b> Frameworks and dialogue processes engaged for effective, transparent engagement with civil society in national development</p> <p>(SP output 2.4)</p>	<p>2.2.1. Number of new civil society engagements in critical development and crisis related issues, disaggregated by women's and youth groups, indigenous peoples and other excluded groups</p>	
	<p><b>Output 2.3.</b> Legal reform enabled to fight discrimination and address emerging issues (such as environmental and electoral justice and anti-corruption measures across sectors and stakeholders)</p> <p>(SP output 2.6)</p>	<p>2.3.1. Number of countries where proposals for legal reform to fight discrimination have been adopted (e.g., people living with or affected by HIV, youth , women, minorities and migrants)</p> <p>2.3.2. Number of proposals adopted to mitigate sector specific corruption risk (e.g., extractive industries and public procurement in health and other sectors)</p>	
	<p><b>Output 2.4.</b> Measures in place to increase women's participation in decision-making (SP output 4.4)</p>	<p>2.4.1. Number of women benefitting from private and/or public measures to support women's preparedness for leadership and decision-making roles</p>	

REGIONAL PRIORITY OR GOAL: To build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena			
Regional programme outcomes: baseline, indicator(s), targets, and sources of data <sup>2</sup>	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
<p><b>Outcome 3:</b> Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change</p> <p>(SP outcome 5)</p> <p><b>Indicative outcome indicators:</b></p> <ol style="list-style-type: none"> <li>1. Percentage of post-disaster and post-conflict RECs, regional bodies and countries having operational strategies to address the causes or triggers of crises</li> <li>2. Percentage of RECs/countries with disaster and climate risk management plans fully funded through national and sectorial budgets</li> <li>3. Economic loss from conflicts as a proportion of GDP (especially within the countries of the Great Lakes, the Sahel and the Horn of Africa)</li> <li>4. Proportion of decision-making positions in peacebuilding processes that are occupied by women</li> </ol> <p><b>Baseline:</b></p> <p><b>2017 targets:</b></p>	<p><b>Output 3.1</b> Policy frameworks and institutional mechanisms enabled at the regional level for the peaceful management of emerging and recurring conflicts and tensions</p> <p>(SP output 5.5)</p>	<p><b>3.1.1.</b> Number of proposals presented by women's and youth organizations/participants, on policy frameworks and institutional mechanisms for consensus-building and peaceful management of conflicts and tensions, that are adopted</p> <p><b>3.1.2.</b> Number of multi-dimensional cross-border initiatives being implemented in the Sahel, Great Lakes and the Horn of Africa</p> <p><b>3.1.3.</b> Number of countries in which tensions or potentially violent conflicts are peacefully resolved by AU/REC mechanisms for insider mediation and consensus building</p>	<p>Regular: \$25,000,000</p> <p>Other: \$45,000,000</p>
	<p><b>Output 3.2.</b> Preparedness systems in place to effectively address the consequences of and response to natural hazards (geo-physical and climate related) and man-made crisis within AUC/RECs</p> <p>(SP output 5.4)</p>	<p><b>3.2.1.</b> Number of RECs/countries with end-to-end early warning systems for man-made crisis and all major natural hazards</p> <p><b>3.2.2.</b> Number of RECs/countries with contingency plans in place at all levels for disaster and extreme climate events with adequate financial and human resources, capacities and operating procedures</p>	
	<p><b>Output 3.3.</b> Gender responsive disaster and climate risk management is integrated in the development planning and</p>	<p><b>3.3.1.</b> Number of disaster and climate risk management plans and implementation measures at regional and national levels that are gender responsive</p>	

REGIONAL PRIORITY OR GOAL: To build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena			
Regional programme outcomes: baseline, indicator(s), targets, and sources of data <sup>2</sup>	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
	budgetary frameworks of key sectors (e.g., water, agriculture, health and education) of the Africa Union and RECs  (SP output 5.3)	3.3.2 Number of functioning inter-sector and cross-boundary systems in place to: (a) mitigate the development impact of pandemics, and (b) provide integrated water and other land-based resources management	
<p><b>Outcome 4:</b> Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles (<i>SP outcome 7</i>)</p> <p><b>Indicative outcome indicators:</b></p> <ol style="list-style-type: none"> <li>1. Extent to which the agreed post-2015 agenda and sustainable development goals reflect sustainable human development concepts and ideas</li> <li>2. Number of countries integrating and adapting the post-2015 agenda and sustainable development goals into national plans and budgets</li> <li>3. Existence of regional and country-specific succession plans to ensure that the unfinished MDGs are taken up post-2015</li> </ol> <p><b>Baseline:</b></p>	<p><b>Output 4.1.</b> Regional, subregional and national development plans to address poverty, inequality and exclusion are synergized, sustainable and risk resilient (including risks from social, economic, political and ecological shocks)  (RBA output)</p> <p><b>Output 4.2.</b> South-South and triangular cooperation partnerships established and/or strengthened for development solutions (SP output 7.5)</p>	<p><b>4.1.1.</b> Number of knowledge products and evidence of policies being implemented at regional and national levels in response to agreed post-2015 agenda and AU Agenda 2063 and Shared Values goals</p> <p><b>4.1.2.</b> Number of regional and sub-regional dialogues and platforms organized/established on MAF and related MDG innovations</p> <p><b>4.1.3.</b> Number of policies, regulations and standards at regional/national levels that integrate specific sustainability and risk-resilient measures</p> <p><b>4.2.1.</b> Number of SSC-TrC partnerships that deliver measurable and sustainable development benefits for stakeholders (regional/subregional), including in technology transfer, knowledge-sharing and regional public goods fostering access to markets ,trade, and investment</p>	<p>Regular: \$43,000,000<sup>3</sup></p> <p>Other: \$25,000,000</p>

<sup>3</sup> Allocation based on the assumption that the economists will be funded under this outcome area

REGIONAL PRIORITY OR GOAL: To build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena			
Regional programme outcomes: baseline, indicator(s), targets, and sources of data <sup>2</sup>	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
<u>2017 targets:</u>		<p><b>4.2.2.</b> Number of harmonized policies, legal frameworks and regulations across countries for sustaining and expanding SSC-TrC modalities that maximize mutual benefits.</p> <p><b>4.2.3.</b> Number of public-private partnership mechanisms, including dialogue, that provide innovative solutions for development</p>	
	<b>Output 4.3.</b> Mechanisms in place to generate and share knowledge about development solutions ( <i>SP output 7.7</i> )	<p><b>4.3.1.</b> Number of citations, downloads and site visits to HDRs, MDGRs, AGRs, AEO, and forums such as AEC and AGF, contributing to development debates and actions</p> <p><b>4.3.2.</b> Number of regional, subregional and country diagnostics carried out to inform policy options in response to global and regional agreed development goals (e.g., climate risk assessment, food security and hunger reduction targets; youth empowerment)</p> <p><b>4.3.3</b> Proportion of organizations participating in dialogues on the Post-2015 agenda and sustainable development goals, disaggregated by type of organization (e.g., government, civil society, youth and women)</p>	
<b>Programme development, monitoring, evaluation and communication</b>			\$15,177,000





## Annex Four. Results and resources framework for the regional programme for Africa (2014-2017)

REGIONAL PRIORITY OR GOAL: To build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena			
Regional programme outcomes: baseline, indicator(s), targets, and sources of data <sup>4</sup>	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
<p><b>Outcome 1:</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods, especially for the poor and excluded (<i>SP outcome 1</i>)</p> <p><b>Indicative outcome indicators:</b></p> <ol style="list-style-type: none"> <li>1. Number of resource-rich countries with public access to information on contracting and revenues related to extractive industries and use of natural resources, in line with the Africa Mining Vision</li> <li>2. Coverage of cost-efficient and sustainable energy use in Africa, disaggregated by energy source, rural/urban and sex</li> </ol> <p><b>Baseline:</b></p> <p><b>2017 targets:</b></p>	<p><b>Output 1.1.</b> Regional and subregional systems and institutions enabled to support countries to achieve structural transformation of productive capacities that are sustainable and jobs- and livelihoods- intensive (<i>SP output 1.1</i>)</p>	<p><b>1.1.1.</b> Number of RECs/countries with new livelihood- and employment-generation policies and programmes disaggregated by sector and subsector and by gender, age and excluded groups, and by wage category where available</p> <p><b>1.1.2.</b> Number of regional agricultural, extractive and industrial value chains in which SMEs (especially women and youth led) are actively engaged</p>	<p>Regular:\$36,000,000</p> <p>Other: \$20,000,000</p>
	<p><b>Output 1.2.</b> Solutions developed at regional and national levels for sustainable management of natural resources, ecosystem services, chemicals and waste</p> <p>(<i>SP output 1.3</i>)</p>	<p><b>1.2.1.</b> Number of resource-rich countries with public access to information on contracting and revenues related to extractive industries and use of natural resources, in line with Africa Mining Vision</p>	

<sup>4</sup> African Economic Outlook; global, regional and national HDRs; regional and national MDGRs; AGRs (regional and national); relevant publications of the IMF and the World Bank

REGIONAL PRIORITY OR GOAL: To build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena			
Regional programme outcomes: baseline, indicator(s), targets, and sources of data <sup>4</sup>	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
	<b>Output 1.3.</b> Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access, especially off-grid sources of renewable energy  <i>(SP output 1.5)</i>	<b>1.3.1.</b> Number of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women	
<b>Outcome 2:</b> Citizens expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance <i>(SP outcome 2)</i>  <b>Indicative outcome indicators:</b>  1. Proportion of decision-making positions (executive, legislative and judicial ) occupied by African women  <b>Baseline:</b>  <b>2017 targets:</b>	<b>Output 2.1.</b> Legal reform enabled to fight discrimination and address emerging issues (such as environmental and electoral justice and anti-corruption measures across sectors and stakeholders)  <i>(SP output 2.6)</i>	<b>2.1.1.</b> Number of countries where proposals for legal reform to fight discrimination have been adopted (e.g., people living with or affected by HIV, youth , women, minorities and migrants)  <b>2.1.2.</b> Number of proposals adopted to mitigate sector specific corruption risk (e.g., extractive industries and public procurement in health and other sectors)	Regular: \$27,000,000  Other: \$20,000,000
	<b>Output 2.2.</b> Measures in place to increase women's participation in decision-making <i>(SP output 4.4)</i>	<b>2.2.1.</b> Number of women benefitting from private and/or public measures to support women's preparedness for leadership and decision-making roles	
<b>Outcome 3:</b> Countries are able to reduce the likelihood of conflict	<b>Output 3.1.</b> Policy	<b>3.1.1.</b> Number of proposals presented by	Regular:

REGIONAL PRIORITY OR GOAL: To build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena			
Regional programme outcomes: baseline, indicator(s), targets, and sources of data <sup>4</sup>	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
<p>and lower the risk of natural disasters, including from climate change</p> <p>(SP outcome 5)</p> <p><b><u>Indicative outcome indicators:</u></b></p> <ol style="list-style-type: none"> <li>1. Percentage of post-disaster and post-conflict RECs, regional bodies and countries having operational strategies to address the causes or triggers of crises</li> <li>2. Percentage of RECs/countries with disaster and climate risk management plans fully funded through national and sectorial budgets</li> </ol> <p><b><u>Baseline:</u></b></p> <p><b><u>2017 targets:</u></b></p>	<p>frameworks and institutional mechanisms enabled at the regional level for the peaceful management of emerging and recurring conflicts and tensions</p> <p>(SP output 5.5)</p> <p><b>Output 3.2.</b> Preparedness systems in place to effectively address the consequences of and response to natural hazards (geo-physical and climate related) and man-made crisis within AUC/RECs</p> <p>(SP output 5.4)</p> <p><b>Output 3.3.</b> Gender responsive disaster and climate risk management is integrated in the development planning and budgetary frameworks of key sectors (e.g., water, agriculture, health and education) of the Africa</p>	<p>women's and youth organizations/participants, on policy frameworks and institutional mechanisms for consensus-building and peaceful management of conflicts and tensions, that are adopted</p> <p><b>3.1.2.</b> Number of multi-dimensional cross-border initiatives being implemented in the Sahel, Great Lakes and the Horn of Africa</p> <p><b>3.2.1.</b> Number of RECs/countries with end-to-end early warning systems for man-made crisis and all major natural hazards</p> <p><b>3.3.1.</b> Number of disaster and climate risk management plans and implementation measures at regional and national levels that are gender responsive</p>	<p>\$25,000,000</p> <p>Other: \$45,000,000</p>

REGIONAL PRIORITY OR GOAL: To build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena			
Regional programme outcomes: baseline, indicator(s), targets, and sources of data <sup>4</sup>	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
	Union and RECs <i>(SP output 5.3)</i>		
<p><b>Outcome 4:</b> Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles <i>(SP outcome 7)</i></p> <p><b>Indicative outcome indicators:</b></p> <ol style="list-style-type: none"> <li>1. Extent to which the agreed post-2015 agenda and sustainable development goals reflect sustainable human development concepts and ideas</li> <li>2. Number of countries integrating and adapting the post-2015 agenda and sustainable development goals into national plans and budgets</li> <li>3. Existence of regional and country-specific succession plans to ensure that the unfinished MDGs are taken up post-2015</li> </ol> <p><b>Baseline:</b></p> <p><b>2017 targets:</b></p>	<p><b>Output 4.1.</b> Regional, subregional and national development plans to address poverty, inequality and exclusion are synergized, sustainable and risk resilient (including risks from social, economic, political and ecological shocks) <i>(RBA output)</i></p>	<p><b>4.1.1.</b> Number of knowledge products and evidence of policies being implemented at regional and national levels in response to agreed post-2015 agenda and AU Agenda 2063 and Shared Values goals</p> <p><b>4.1.2.</b> Number of regional and sub-regional dialogues and platforms organized/established on MAF and related MDG innovations</p>	<p>Regular: \$43,000,000<sup>5</sup></p> <p>Other: \$25,000,000</p>
	<p><b>Output 4.2.</b> South-South and triangular cooperation partnerships established and/or strengthened for development solutions <i>(SP output 7.5)</i></p>	<p><b>4.2.1.</b> Number of SSC-TrC partnerships that deliver measurable and sustainable development benefits for stakeholders (regional/subregional), including in technology transfer, knowledge-sharing and regional public goods fostering access to markets, trade, and investment</p>	
	<p><b>Output 4.3.</b> Mechanisms in place to generate and share knowledge about development solutions <i>(SP output 7.7)</i></p>	<p><b>4.3.1.</b> Number of citations, downloads and site visits to HDRs, MDGRs, AGRs, AEO, and forums such as AEC and AGF, contributing to development debates and actions</p> <p><b>4.3.2</b> Proportion of organizations participating in dialogues on the Post-2015</p>	

<sup>5</sup> Allocation based on the assumption that the economists will be funded under this outcome area

<b>REGIONAL PRIORITY OR GOAL: To build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena</b>			
<b>Regional programme outcomes: baseline, indicator(s), targets, and sources of data<sup>4</sup></b>	<b>Indicative regional programme outputs</b>	<b>Indicative output indicators</b>	<b>Indicative resources by regional programme outcome</b>
		agenda and sustainable development goals, disaggregated by type of organization (e.g., government, civil society, youth and women)	
<b>Programme development, monitoring, evaluation and communication</b>			\$15,177,000