

A1.2. Multi-country and South-South Cooperation Projects

1. Projects implemented in multiple countries can use the multi-country project type. It is appropriate when multiple countries are required to efficiently, effectively and accountably contribute to joint results on equal terms, enhancing opportunities for achieving substantive and operational results. A multi-country project is considered a single project for the purposes of project management and has a unified project document that includes a joint results and resources framework describing interventions in each participating country. In Atlas, the project is set up as a set of subsidiary 'related' projects,¹ one for each country covering interventions there on the basis of a subsidiary results and resources framework.
2. One implementing partner can be designated in each participating country. Mixed implementation modalities are possible, as long as there is one clear implementing partner per country. Clear lines of accountability need to be maintained for outputs and activities completed in each country. This includes preparing and approving separate multi-year workplans for each implementing partner. Outputs to be delivered by different countries can share the same output name and be part of the same output in the integrated results and resources framework. Each of these outputs along with the specific activities and resources that each country/implementing partner is responsible for should be set up under subsidiary 'related' projects in participating countries.
3. UNDP country offices in each participating country are responsible for funds spent there. Each implementing partner is audited according to established rules and procedures in its country. South-South cooperation and multi-country projects are required to adhere to UNDP's quality standards for programming.
4. One UNDP office is designated as the 'coordinating office', with responsibilities for designing and appraising the South-South/multi-country project document, consolidating individual country monitoring and reporting, facilitating joint activities and convening joint management arrangements through portfolio management mechanisms. Costs associated with serving the coordination function should be charged as direct project costs through the project budget.
5. Partnership agreements with funding contributors must specify the amount of the contribution that will be provided to each implementing partner. The associated general management support costs (GMS) for respective country offices will derive from the amounts specified in the agreement provided to each implementing partner.
6. Programme countries can apply existing preferential GMS rates when contributing to results in other programme countries.

¹ See procedures for linking related projects in Atlas.