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Regional programme document for Africa, 2014-2017

An integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena

Contents

I.   Situation analysis

1.   The aspiration to "build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena"[1] is now within reach. Democratic transitions, together with greater voice and citizen participation, are leading to more responsive and accountable governments. The frequency of armed conflicts is on a downward trend. Steady economic growth and macroeconomic stability have resurged since the turn of the century. The private sector has flourished in agriculture, telecommunications, finance, retail trade, housing and construction. New technologies are spreading rapidly across the continent, especially information and communication technologies. Discoveries of oil, gas, and other mineral resources create new opportunities. More public and private financing, from domestic and external sources, has been made available. Africa has been reducing extreme poverty since 1999, with expanded social policies also improving health and education services – including those targeting women and girls – and advancing progress towards the Millennium Development Goals. Notable achievements have been made with respect to gender equality in political representation, and to reducing the number of adults and children newly infected with HIV. Through the African Union, including the regional economic communities, and across countries, there is a growing sense of optimism and hope, balanced by a sober recognition of the challenges ahead. These include three interrelated challenges that are impairing the ability of Africa to further advance human development: (a) a pattern of economic growth that has left many behind, especially women and youth; (b) vulnerability to shocks (economic, social, security and natural); and (c) a need to deepen and consolidate the gains in democratic governance. Added to these are the challenges of turning the 'youth bulge' into development opportunities and addressing the emerging security and growing urbanization issues on the continent.

2.   Growth has not been as effective in reducing poverty as it was elsewhere. Inequality – in income, health and education – is highest in Africa. The inequality-adjusted human development index (HDI) for Africa is 35 per cent lower than the non-adjusted HDI (compared to 29 per cent lower for South Asia, 21 per cent for East Asia, and 26 per cent for Latin America and the Caribbean).[2] Large disparities persist across regions (including rural and urban), and between men and women. For example, the youth literacy rate in Africa is 75 per cent for men and 65 per cent for women; in all other developing regions it is at or close to parity.[3] The lack of inclusive growth is linked to the sluggish pace of structural transformation, with economies trapped in low-productivity agriculture, stagnant industrialization, and the inability to harness extractives to advance development. The weak transition of the informal economy into a formal one is also critical. As a result, most jobs are unstable and pay low wages. In 2011, some 78 per cent of workers (and 85 per cent of women working) were in vulnerable employment, compared with less than 50 per cent globally.[4] The high rate of fertility in Africa adds to the challenge, with large numbers of young people needing to find decent jobs if the continent is to reap its potential demographic dividend. Barriers to structural transformation include gaps in infrastructure, human capital, investment and technology. Access to energy is another major constraint. This is why one of the priorities in the new strategic plan of the African Union Commission is "inclusive economic development through industrialization, infrastructure development, agriculture, and trade and investment".[5] The private sector in Africa, including its millionaires and multinational corporations, has an important role to play in this process.

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[1] African Union. 2013. 50th Anniversary Solemn Declaration. Addis Ababa (May 30). http://summits.au.int/en/sites/default/files/50%20DECLARATION%20EN.pdf

[2] Human Development Report 2013. AEO 2013.

[3] Data for 2011. United Nations. 2013. MDG Report. New York: United Nations: p. 16. http://www.un.org/millenniumgoals/pdf/report-2013/mdg-report-2013-english.pdf

[4] International Labour Organization. http://www.ilo.org/global/research/global-reports/global-employment-trends/lang--en/index.htm

[5] http://summits.au.int/en/21stsummit/events/african-union-commission%E2%80%99s-strategic-plan-2014-2017-adopted-assembly

3. Countries and communities across Africa remain vulnerable to shocks, emanating from climate variability and from economic, political and social instability. Although carbon emission levels in the region are marginal, the impact of climate change is very severe in Africa, threatening the livelihoods of many who depend on environmental services. The effects of instability are devastating when it deteriorates into conflict, often spilling across borders and disrupting production, trade, and livelihoods. The impact translates into long-term losses when people, especially women and girls, are forced to sacrifice adequate nutrition, education, and healthcare. Even after income recuperates, the potential for development remains impaired long after the crises are over, as human capital is depleted and institutions weakened. The Great Lakes Region, the Horn of Africa, and the Sahel remain particularly vulnerable, due to a complex interplay of demographic, ecological, security and political factors. These regions have faced recurrent crises that intermittently trigger temporary responses, but have not yet fully addressed the underlying drivers of instability, which require a more comprehensive and integrated approach towards building resilience.

4. To ensure greater transparency and accountability in the allocation of resources, the expectations of citizens across Africa – especially youth and women – for a fuller engagement in government decisions need further progress with respect to voice and participation. Formal elections and democratic transfer of power have to translate more clearly into sustained, meaningful development outcomes, specifically through improved public service delivery and effective management of public and natural resources. Access to justice and human rights can improve through advances in constitutionalism, rule of law and institutional strengthening of the judiciary and the security system. To achieve these, it is critical to further develop human and institutional capacities with a clear role for different stakeholders, including civil society organizations.

5. Africans are seizing the historical momentum of the achievements to date and mobilizing to address the challenges. The celebration of the 50th anniversary of the Organization of African Unity in 2013 showed Africa taking full ownership of its development agenda, including through the New Partnership for Africa's Development (NEPAD) and the strength of pan-African solidarity. African countries embraced regional integration as a driver for peace, stability, and sustainable human development, with a central role for the African Union, including the regional economic communities. At the same time, several countries are emerging as key actors in the new development architecture, bringing their own experience and proven solutions to development challenges and creating opportunities for South-South and triangular cooperation and exchange.

II.   Past cooperation and lessons learned

6. Independent, midterm and outcome evaluations of the regional programme, 2008-2013, pointed to UNDP achievements such as: (a) being strategically positioned with the African Union and the regional economic communities, providing highly relevant support to regional public goods; (b) effectiveness and efficiency as a regional 'thought leader' and 'knowledge manager' through high-profile publications such as the 2012 Africa Human Development Report and Africa MDG reports, and high-level forums such as the Africa Governance Forum and the African Economic Conference; (c) being catalytic, building on its country presence, neutrality and convening power to achieve synergies with country programmes and the global programme, as in the cases of active collaboration concerning HIV, gender and the MDG Acceleration Framework, which is operational in 25 countries in sub-Saharan Africa; and (d) effective multi-stakeholder approaches involving the private sector, civil society organizations and parliaments.

7. The regional programme contributed to the development priorities of Africa through: (a) high-quality, cost-effective policy advisory services and capacity development at regional, subregional and national levels to formulate strategies for pro-poor growth and the reduction of gender inequalities in almost all the 46 countries of sub-Saharan Africa; (b) the promotion of normative frameworks such as the Human Rights Strategy for Africa

and the African Charter on Democracy, Elections and Governance, and support to the implementation of continental frameworks such as the African Peer Review Mechanism; (c) the development of two subregional energy access frameworks and the mobilization of over 1,000 public-private partnership enterprises to improve access to energy for more than one million people, especially women, in rural populations across three countries; (d) flexibility in responding to emerging challenges such as the food security crisis in the Sahel and drought in the Horn of Africa; (e) support to strategic initiatives such as the African Facility for Inclusive Markets and youth employment policies in at least 15 countries; and (f) mainstreaming South-South approaches, even though that was not explicitly part of the programme.

8.   Among key lessons and areas identified for special attention in the successor programme were: (a) addressing capacity constraints within UNDP and other implementing or responsible partners in order to correct gaps in programme design, start-up delays and monitoring; (b) development of an overall long-term strategy for engagement with the African Union and the regional economic communities, and better coordination with other regional partners so as to ensure the sustainability of results; (c) expansion and deepening of complementarities and coordination with country and global programmes and synergies with corporate policy bureaus and the wider United Nations organizations; (d) emphasizing regional public goods and cross-border challenges by supporting regional integration and the accelerated use of South-South approaches, while continuing to leverage the UNDP country presence; (e) paying greater attention to the mainstreaming of gender; (f) focussing on fewer, more strategic programme outcomes; (g) documenting, communicating and sharing good practices and knowledge; and (h) paying more systematic attention to resource mobilization and resource planning.

III.   Proposed programme

9.   This programme responds to the challenges and opportunities set out above, and to the priorities and aspirations of Africa articulated by the African Union and other regional organs[6]. These are convergent with the vision, areas of work and guiding principles of the UNDP strategic plan, 2014-2017, and the directions of the quadrennial comprehensive policy review[7]. The programme builds on the successes and responds to the lessons from past cooperation, with special attention to programme focus and effective engagement with the African Union and the regional economic communities through the development of long-term strategic partnerships. Underpinned by African ownership and leadership and cognizant of the rich diversity of the continent, UNDP regional work is based on five mutually reinforcing *regionality principles*, which define the particular added value of regional or subregional approaches to addressing development challenges. These are: (a) promotion of regional public goods and services, based on strengthened regional cooperation and integration; (b) management of cross-border externalities (challenges and opportunities) and spill-overs – such as trade, the environment and conflict – that are best addressed collaboratively on an inter-country basis; (c) advancement of awareness, dialogue and action on sensitive and or emerging development issues that benefit strongly from multi-country and regional experiences and perspectives; (d) promotion of experimentation and innovation to overcome institutional, financial and/or informational barriers that may be too high for an individual country to surmount; and (e) generation and sharing of development knowledge, experience and expertise – for instance, through South-South and triangular cooperation – so that countries can connect to, and benefit from, relevant experiences from across the region and beyond. In all this, UNDP will make South-South and triangular cooperation core ways of working in the regional programme, to buttress intercountry initiatives that accelerate regional integration in Africa.

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[6] This is reflected in several regional protocols, charters, agendas and declarations, principally: Agenda 2063, the shared values agenda, the common position on the post-2015 development agenda, and the OAU 50th anniversary declaration.
[7] General Assembly resolution 67/226

10. While efforts at country and regional levels each have unique advantages in addressing development challenges, there is an additional dimension of work that contributes to maximizing development potential. It is the ability to connect, advance and utilize learning, knowledge, expertise and experiences across regions. This ability is central both to the added value provided by UNDP and its effectiveness as one of the few truly global multilateral institutions. Building on the five regional programmes and a large and varied portfolio of country programmes – with the global programme providing the catalyst – UNDP will address interregional cooperation around a selected and strategic set of issues. An initial set, already emerging from the 'bottom-up' process of formulating the regional programmes, includes: the post-2015 agenda and the sustainable development goals; climate and disaster risk management, including their close linkages with natural resource management; conflict prevention; and recovery from crises.

11. The programme is further guided by: (a) a rights-based development approach, with particular attention to regional initiatives that benefit the poor, women[8], youth and other excluded groups; (b) public-private partnerships and an enhanced role for civil society organizations in regional dialogue and processes; and (c) a sustainable human development approach and emphasis on capacity development. The programme focuses on the regional dimensions of four interrelated outcomes of the strategic plan, as follows:

A. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

12. In line with the emphasis given by the quadrennial comprehensive policy review to eradicating poverty and hunger, the programme will seek to enhance the abilities of regional and subregional systems and institutions to analyse, formulate, coordinate and advocate for policies, plans and strategies directed towards sustainable, jobs- and livelihoods-intensive productive capacities. Policies and programmes will link small and medium enterprises to the larger private sector in Africa (including millionaires and multinational corporations), especially through value chains focusing on sectors where women and youth obtain their livelihoods that can be sources of innovation. The programme will consider, in particular, strengthening livelihoods and generating incomes through the sustainable management of ecosystems and natural resources. The programme will make South-South and triangular cooperation core ways of working in the support provided to the African Union and the regional economic communities to accelerate inter- and intra-Africa trade; regional integration, including support to the three free trade areas; the harmonization of policies and strategies related to industrialization and infrastructure development; and inclusive 'green growth'. The programme will support new modalities to address gender issues and will prioritize support to the economic empowerment of women and youth, including improvements to their agricultural productivity. These are essential stepping stones for both advancing structural transformation and bridging the massive gender gaps that exist in Africa, thereby contributing to the reduction of poverty and inequality.

13. All this will be reinforced by developing solutions at regional and national levels for the sustainable management of natural resources. In line with the Africa Mining Vision 2050, which intends to use the abundant natural resources as drivers of continental economic transformation and development, special attention will be paid to cross-border support of the extractive sectors. In that regard, high priority will be given to the operationalization of the African Minerals Development Centre[9] to facilitate sector reforms and the transparent management of natural resources and environmental services, and to moderating the potential disruptive effects of new oil and gas discoveries. Every effort will be made to apply relevant lessons from other regions, particularly the Arab States and Latin America. Support will also be provided to the regional economic communities and countries to achieve their low-emissions and climate-resilient development objectives.

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[8] Cross-cutting initiatives will take full account of the UNDP gender equality strategy.
[9] UNDP is one of the implementing partners for the African Minerals Development Centre, together with the African Union, the United Nations Economic Commission for Africa, and the African Development Bank.

Towards the achievement of increased energy efficiency and universal modern energy access, UNDP will continue to support inclusive and sustainable solutions, including youth-friendly and gender-sensitive multi-functional platforms in rural communities. Using South-South and triangular cooperation, the programme will promote technology and skills transfer from within and beyond Africa, and robust public-private partnerships that will inform and influence initiatives in both country and global programmes.

B. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

14. UNDP will continue to promote strong, inclusive and effective democratic governance systems to ensure participation and voice for the poor and other excluded groups, including women, youth and HIV affected populations. In doing this, UNDP will adopt context-specific responses to support regional parliaments, constitutional and electoral institutions and civil society organizations to improve accountability, participation and representation, including for peaceful transitions. In concert with global and country programmes, this regional programme will continue to support frameworks such as the African Peer Review Mechanism and other African instruments and dialogue processes that address effective, transparent engagement with civil society in national development. Special attention will be given to crisis-related issues, including transitional justice for women and youths. The programme will promote governance assessments as well as 'thought leadership' through initiatives like the Africa Governance Report and the Africa Governance Forum, and will seek to support the implementation of the Shared Values Agenda of the African Union, including the Democracy, Elections and Governance Charter. Applying South-South and triangular cooperation principles, key lessons from such initiatives will be leveraged with similar experiences from other parts of the South.

15. In order to strengthen the rule of law, access to justice and citizen security, the programme will prioritize the strengthening of regional legislative and judicial institutions to: (a) perform their core functions; (b) fight discrimination (with special regard to people living with and affected by HIV, women, youth, and ethnic and other minorities); and (c) address emerging issues, such as corruption risks related to the extractive industries and public procurement in public health. The promotion of policies that secure women's enhanced participation in decision-making will be given special attention. To that end, countries will be supported in ratifying international and regional human rights obligations, while capacity development support will be provided to regional institutions such as the African Commission on Human and Peoples' Rights and the African Minerals Development Centre to fulfil their coordination and norm-setting functions. Furthermore, UNDP will work in partnership with the African Union and the regional economic communities to harmonize policies, legal frameworks and regulations for expanding South-South and triangular cooperation to maximize mutual benefits for member states.

C. Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.

16. The programme will apply a multi-dimensional approach in developing the capacities of the African Union, the regional economic communities and other regional bodies to build resilience by promoting cross-border risk and vulnerability analysis to reduce the probability and impact of food insecurity, climate change, environmental damage and other man-induced shocks. Special attention will be given to the Sahel, the Great Lakes region, the Horn of Africa and the central African countries [10]. With regard to the peaceful management of emerging and recurring conflicts and tensions, UNDP will facilitate policy and institutional frameworks at the regional and national levels. In the implementation of the United Nations Secretary-General's Peace and Security Agenda for the Great Lakes Region, for example, UNDP will strengthen African leadership in the peaceful settlement of disputes, conflict prevention, early warning and responses, mediation and resolution. More broadly, support for the strengthening of the peace and security architecture of the African Union and the regional economic communities will continue, including consensus-building mechanisms such as Special Envoys and the Panel of the Wise. UNDP will

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[10] The Regional Bureau for Africa, working closely with the Regional Bureau for Arab States and corporate bureaus, as appropriate

encourage the participation of women and youth in these institutional mechanisms and processes. In recognition of the strong links between sustainable growth, voice and resilience, UNDP will support the integration of conflict and other risk factors into regional and national plans, policies and strategies.

17. The programme will seek to leverage the expertise and global networks[11] of UNDP to enhance capacities for the analysis, design and implementation of effective, coordinated responses to disaster and climate risk management, especially from a gender perspective. Building on the current inter-bureau [12] collaboration designed to support the implementation of the Africa Adaptation Programme, support will continue to be provided, to the extent possible, for the integration of such responses in the development planning and budgetary frameworks of key sectors (such as water, agriculture, health and education) of the African Union and the regional economic communities. In addition to existing partnerships with the Global Environment Facility, the programme will explore new strategic partnerships and collaboration in the provision of policy and operational support for the formulation and implementation of regional Rio+20 action plans that include early warning systems and adaptation and mitigation strategies. UNDP will also support processes governing conservation and sustainable use of biodiversity.

18. To build resilience against global financial and economic shocks, UNDP economic advisers, working with African universities and research institutions, will seek to enhance regional and national institutional capacities for gathering economic intelligence and conducting rigorous analytical work on the potential and real impacts of the boom in the extractive industries and of global shocks. The development of related knowledge products that include appropriate risk mitigation measures will be supported and used to influence and inform country and global programme initiatives.

D. Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

19. A sharp focus will be maintained on the unfinished Millennium Development Goals agenda of Africa. This will build on and accelerate ongoing support (technical, policy advisory and financial) to the MDG Acceleration Framework, including support to regional, subregional and national development and sectorial plans and policies that address poverty, inequality and exclusion and are synergized, sustainable and risk resilient. The programme will seek to be a bridge between Africa and the rest of the world, building leadership, negotiation skills, partnering abilities and capabilities among African institutions to effectively internalize and engage in global processes, including through South-South and triangular cooperation. It will deepen strategic thinking and facilitate regular reflections on critical global and regional development issues in relation to the post-2015 development agenda, the sustainable development agenda, and the 2063 agenda and shared values agenda of the African Union, for example. Applying lessons from the Millennium Development Goals process, regional bodies will be supported to craft early-implementation strategies for post-2015. Consistent with the action plan of the quadrennial comprehensive policy review, the UNDP role will be that of knowledge broker, builder of capacities and facilitator of development exchanges, driven primarily by African institutions and paying particular attention to the opportunities presented by South-South and triangular cooperation and platforms such as the Africa Platform for Development Effectiveness and the International Poverty Centre in China. It will facilitate consensus-building among regional development actors, including public institutions, the private sector, think tanks, universities, civil society organizations, and youth and women's organizations.

20. The programme will promote the establishment of mechanisms to generate and share knowledge about development solutions, particularly the rich experiences emerging from the South. UNDP will support research, analytical work and policy innovations to underpin the development of plans, policies and actions that are connected to global processes and

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[11] Within the framework of the global programme

[12] The regional Africa Climate Adaptation and Food Security Project, jointly implemented by the Regional Bureaus of Africa and Arab States, is intended to deliver a wide range of results within the framework of the Africa Adaptation Programme.

debates. Areas of research and policy advice that will be given special attention will include measures to translate growth into sustainable job creation and to address domestic resource mobilization, sustainable energy, inequality, pandemics (such as HIV) and socio-economic, political and ecological shocks, using the lens of youth and gender. UNDP will continue to facilitate the participatory development and wide dissemination of knowledge products such as the Africa Human Development Report and national human development reports, African Economic Outlook, the Africa Governance Report and MDG reports. In doing this, UNDP will continue to collaborate with pan-African institutions and will maximize the use of information and communication technologies and social media. The programme will set aside resources to identify, promote, scale up and replicate across countries innovative approaches that catalyse the achievement of the three preceding outcomes, with the economic advisers as anchors.

IV.   Programme management, monitoring and evaluation

21. The programme will be implemented over a period of four years (2014-2017). An advisory board will provide strategic direction and guidance for effective programme implementation and will reinforce the oversight and accountability responsibilities of the Regional Director for the Regional Bureau for Africa by ensuring that initiatives are responsive to development priorities and emerging challenges. Chaired by the Director of the Bureau, with the assistance of the Deputy Regional Director, the board will have a maximum of eight other representatives, including from the African Union, regional economic communities, United Nations bodies, the private sector and civil society organizations. Oversight boards will be established for the four programme outcomes.

22. Direct implementation will be the preferred modality, with the Regional Service Centre having the primary responsibility for day-to-day programme management. To ensure sustainability, programme location will be guided by agility, flexibility and subsidiarity. As the case requires, projects will have one of three locations, namely: (a) anchored in relevant regional institutions, but with prior agreement to a single entry point; (b) situated in a country office, especially for multi-country initiatives; and (c) located within the Regional Bureau for Africa, especially for thematic-related issues such as the knowledge management and learning initiatives associated with the production and launch of Africa human development reports, and regional MDG Acceleration Framework-related work. Prior to implementation, the Bureau will formulate a detailed implementation strategy comprising a matrix of programming arrangements (including measures to maximize cross-bureau collaboration and synergies with global and country programmes and global and regional knowledge networks); identification of specific opportunities for South-South Cooperation; and a plan to address major risks such as potential implementation delays and capacity and resource constraints. To achieve operational and programmatic efficiencies, the implementation strategy will outline mechanisms to strengthen links between the financial architecture of the Bureau and the programme and project monitoring and reporting system (including a more systematic use of SharePoint). In line with the ongoing structural review of UNDP, the Bureau will ensure continuous strengthening of internal capacities for effective programme implementation and delivery, relying on institutional systems and capabilities as well as its cadre of economic advisers. Building the financial management capacities of responsible parties such as the African Union and the regional economic communities will also receive priority. During project development, the UNDP policy bureau will be responsible for quality assurance at the outcome and project levels. Advice on South-South and triangular cooperation matters will be sought from the United Nations Office for South-South Cooperation.

23. The programme will be monitored through regular output progress reports. A detailed monitoring and evaluation plan has been prepared in line with the Handbook on Planning, Monitoring and Evaluating for Development Results[13]. It stipulates that a midterm review will be conducted to determine if implementation is on track and in compliance with

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[13] UNDP 2009

agreed targets, including the South-South project modality and the requirements of the quadrennial comprehensive policy review, and to facilitate any course correction needed to ensure relevance and flexibility in changing circumstances. Together with evaluations of all four programme outcomes, a final programme evaluation will be carried out towards the end of the cycle to measure relevance, effectiveness, efficiency, sustainability and impact. Where data are available, UNDP will utilize African systems and databases to identify and monitor output indicators, baselines and targets, and, where gaps exist, will seek to support supplementary data generation systems, using national human development reports and Millennium Development Goals reports as the entry points. To the extent possible, gender-disaggregated data will be used.

24. The core resources for the implementation of the regional programme are expected to amount to $105.243 million over the 2014-2017 period. To this will be added the $40.943 million carryover from the previous cycle. If voluntary contribution levels do not reach the levels outlined in DP/2013/41 of $1,750 million in 2014-2015 and $1,850 million in 2016-2017, core resource allocations to the regional programme would need to be reduced. Ten per cent of allocated resources will be reserved for programme development, monitoring, evaluation and communication of results, with half of that amount reserved for monitoring and evaluation. Dedicated resources will be set aside to cover the cost of innovative initiatives and tools, including knowledge and innovation fairs and pilot projects to respond to emerging regional needs.

V. Partnerships

25. Within the context of the evolving global development cooperation architecture, including the Paris and Busan principles, UNDP will deepen partnerships for strategic thinking, knowledge generation and exchange, capacity development, and resource mobilization. To that end, a partnership and resource mobilization strategy will be formulated at the outset of programme implementation. In line with evaluation findings, partnerships with the pre-eminent African organizations and institutions – the African Union, NEPAD and the regional economic communities and the African Development Bank, as well as the United Nations Economic Commission for Africa – will be further strengthened, building on ongoing collaborative initiatives, including the African Economic Conference, the African Economic Outlook, the Africa Governance Forum, the Africa Governance Report, the African Facility for Development Effectiveness, the MDG Acceleration Framework, Millennium Development Goals reports and private sector development. Strategic partnership agreements will be developed with the African Union[14] and the regional economic communities.

26. UNDP will deepen its engagement with emerging partners (as an example, the South-South cooperation memoranda of understanding signed between UNDP and South Africa, Brazil, China and India will be expanded, if possible, to include Turkey and Russia) and promote regional and subregional work with other United Nations bodies. Responding to regional needs and priorities, and reflecting United Nations norms and values that have been reinforced in the action plan of the quadrennial comprehensive policy review, UNDP will work with the United Nations Development Group, the United Nations Department of Economic and Social Affairs, the Regional Coordination Mechanism and the Regional Directors' Team to strengthen the capacities of regional institutions for results-based management, strategic thinking and contributions to global development debates, especially in connection with the post-2015 development agenda. Close partnerships and coordination with the United Nations Departments of Political Affairs and of Peacekeeping Operations and the Office for the Coordination of Humanitarian Affairs will be critical for coherence and impact in post-conflict and crisis situations generally, and in the Sahel, the Horn of Africa and the Great Lakes region in particular. UNDP will maximize efforts to mobilize and utilize internal resources and substantive capacities such as climate change financing and the trust funds managed by the United Nations Secretariat. Such approaches are in line

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[14] A draft document is in the process of being finalized.

with the strategic plan and strongly complement the system-wide coordination, outreach and dialogue functions of the United Nations Office of South-South Cooperation.

27. UNDP will continue to mobilize key development actors whose respective mandates, competencies and development priorities are aligned with the objectives of this programme. Partners include: the World Bank Group, the International Monetary Fund, the European Union, the Development Assistance Committee of the Organization for Economic Cooperation and Development, Japan – especially within the framework of the Tokyo International Conference on African Development – and the Commonwealth Secretariat. UNDP will increasingly rely on emerging Southern partners (such as the Kuwait Fund and the Islamic Development Bank; the private sector, including African multinationals; foundations such as the African Grantmakers Network and the African Diaspora, and civil society organizations) to contribute their wealth of knowledge and experience as well as to mobilize the resources needed for effective and efficient programme implementation.

28. All partnerships will be conducted in a participatory manner with broad consultations to ensure 'buy-in' and ownership from the outset. UNDP will strengthen its operational approach by promoting cross-bureau initiatives and joint monitoring and reporting, and by fostering closer working-relations between the Regional Bureau for Africa and the Regional Bureau for the Arab States.

Annex 1. 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[15]	**Indicative regional programme outputs**	**Indicative output indicators**	**Indicative resources by regional programme outcome**
Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods, especially for the poor and excluded *(SP outcome 1)* *Indicative outcome indicators*: 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 2. Annual value of the contribution of Africa to global trade and investment 3. Coverage of policy and institutional reforms that increase access to social protection schemes, targeting the poor and other at-risk populations in Africa 4. Number of resource-rich countries with public access to information on contracting and revenues related to extractive industries and use of natural resources, in line with the Africa Mining Vision 5. Coverage of cost-efficient and sustainable energy use in Africa, disaggregated by energy source, rural/urban and sex *Baseline:* *2017 targets:*	**Output 1.1.** 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 *(SP output 1.1)*	**1.1.1.** 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 **1.1.2.** Number of regional agricultural, extractive and industrial value chains in which SMEs (especially women and youth led) are actively engaged **1.1.3.** Number of RECs/countries with policy and institutional reforms that increase access to social protection schemes, targeting the poor and other at-risk groups (disaggregated by sex, age, rural/urban) **1.1.4.** Number of strategic priorities in continental free trade areas supported	Regular:$36,000,000 Other: $20,000,000
	Output 1.2, Solutions developed at regional and national levels for sustainable management of natural resources, ecosystem services, chemicals and waste *(SP output 1.3)*	**1.2.1.** Number of resource-rich countries with public access to information on contracting and revenues related to extractive industries and use of natural resources, in line with Africa Mining Vision **1.2.2.** Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystems, chemicals and waste at regional and national levels, disaggregated by partner type **1.2.3.** Number of RECs/countries with comprehensive measures – plans, strategies, policies, programmes and budgets – implemented to achieve low-emission and climate-resilient development objectives	

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[15] 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[15]	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
	Output 1.3. Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access, especially off-grid sources of renewable energy *(SP output 1.5)*	**1.3.1.** Number of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women **1.3.2.** Number of new/improved sustainable energy access initiatives which address the needs of women, youth and rural populations	
<u>**Outcome 2:**</u> Citizens expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance *(SP outcome 2)* <u>*Indicative outcome indicators*</u>**:** 1. Proportion of African parliaments, constitution-making bodies and electoral institutions that meet AU/RECs minimum benchmarks to effectively perform core functions 2. Level of new civil society engagements in critical development and crisis-related issues, disaggregated by sex, age and excluded groups 3. Access to justice services to fight discrimination, disaggregated by sex, age and disadvantaged groups (such as people living with or affected by HIV) 4. Proportion of decision-making positions (executive, legislative and judicial) occupied by African women <u>*Baseline*</u><i>:</i> <u>*2017 targets*</u><i>:</i>	**Output 2.1.** Regional parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions *(SP output 2.1)*	**2.1.1.** Number of parliaments, constitution-making bodies and electoral institutions that meet AU/RECs minimum benchmarks to perform core functions effectively **2.1.2.** Number of countries that ratify/accede to AU shared values instruments (including human rights treaties) and APRM **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	Regular: $27,000,000 Other: $20,000,000
	Output 2.2. Frameworks and dialogue processes engaged for effective, transparent engagement with civil society in national development *(SP output 2.4)*	**2.2.1.** Number of new civil society engagements in critical development and crisis related issues, disaggregated by women's and youth groups, indigenous peoples and other excluded groups	
	Output 2.3. Legal reform enabled to fight discrimination and address emerging issues (such as environmental and electoral justice and anti-corruption measures across sectors and stakeholders) *(SP output 2.6)*	**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) **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)	

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[15]	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
	Output 2.4. Measures in place to increase women's participation in decision-making *(SP output 4.4)*	**2.4.1.** Number of women benefitting from private and/or public measures to support women's preparedness for leadership and decision-making roles	
Outcome 3: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change *(SP outcome 5)* *Indicative outcome indicators*: 1. Percentage of post-disaster and post-conflict RECs, regional bodies and countries having operational strategies to address the causes or triggers of crises 2. Percentage of RECs/countries with disaster and climate risk management plans fully funded through national and sectorial budgets 3. Economic loss from conflicts as a proportion of GDP (especially within the countries of the Great Lakes, the Sahel and the Horn of Africa) 4. Proportion of decision-making positions in peacebuilding processes that are occupied by women *Baseline:* *2017 targets:*	**Output 3.1** Policy frameworks and institutional mechanisms enabled at the regional level for the peaceful management of emerging and recurring conflicts and tensions *(SP output 5.5)*	**3.1.1.** Number of proposals presented by women's and youth organizations/participants, on policy frameworks and institutional mechanisms for consensus-building and peaceful management of conflicts and tensions, that are adopted **3.1.2.** Number of multi-dimensional cross-border initiatives being implemented in the Sahel, Great Lakes and the Horn of Africa **3.1.3.** Number of countries in which tensions or potentially violent conflicts are peacefully resolved by AU/REC mechanisms for insider mediation and consensus building.	Regular: $25,000,000 Other: $45,000,000
	Output 3.2. Preparedness systems in place to effectively address the consequences of and response to natural hazards (geo-physical and climate related) and man-made crisis within AUC/RECs *(SP output 5.4)*	**3.2.1.** Number of RECs/countries with end-to-end early warning systems for man-made crisis and all major natural hazards **3.2.2** Number of RECs/countries with contingency plans in place at all levels for disaster and extreme climate events with adequate financial and human resources, capacities and operating procedures	
	Output 3.3. Gender responsive disaster and climate risk management is integrated in the development planning and budgetary frameworks of key sectors (e.g., water, agriculture, health and education) of the Africa Union and RECs *(SP output 5.3)*	**3.3.1.** Number of disaster and climate risk management plans and implementation measures at regional and national levels that are gender responsive **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	

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Regional programme outcomes: baseline, indicator(s), targets, and sources of data[15]	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
Outcome 4: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles *(SP outcome 7)* *Indicative outcome indicators*: 1. Extent to which the agreed post-2015 agenda and sustainable development goals reflect sustainable human development concepts and ideas 2. Number of countries integrating and adapting the post-2015 agenda and sustainable development goals into national plans and budgets 3. Existence of regional and country-specific succession plans to ensure that the unfinished MDGs are taken up post-2015 *Baseline:* *2017 targets:*	**Output 4.1.** 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)*	**4.1.1.** Number of knowledge products and evidence of policies being implemented at regional and national levels in response to agreed post-2015 agenda and AU Agenda 2063 and Shared Values goals **4.1.2.** Number of regional and sub-regional dialogues and platforms organized/established on MAF and related MDG innovations **4.2.3.** Number of policies, regulations and standards at regional/national levels that integrate specific sustainability and risk-resilient measures	Regular: $43,000,000[16] Other: $25,000,000
	Output 4.2. South-South and triangular cooperation partnerships established and/or strengthened for development solutions *(SP output 7.5)*	**4.2.1.** 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 **4.2.2.** Number of harmonized policies, legal frameworks and regulations across countries for sustaining and expanding SSC-TrC modalities that maximize mutual benefits. **4.2.3.** Number of public-private partnership mechanisms, including dialogue, that provide innovative solutions for development	
	Output 4.3. Mechanisms in place to generate and share knowledge about development solutions *(SP output 7.7)*	**4.4.1.** 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 **4.4.2.** Number of regional, subregional and country diagnostics carried out to inform policy options in response to global and regional	

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[16] Allocation based on the assumption that the economists will be funded under this outcome area

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Regional programme outcomes: baseline, indicator(s), targets, and sources of data[15]	Indicative regional programme outputs	Indicative output indicators	Indicative resources by regional programme outcome
		agreed development goals (e.g., climate risk assessment, food security and hunger reduction targets; youth empowerment) **4.4.3** 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)	
Programme development, monitoring, evaluation and communication			$15,177,000

Annex 2. Acronyms and abbreviations (including those used only in annex 1)

AEC	African Economic Conference
AfHDR	Africa Human Development Report
AGF	Africa Governance Forum
AGR	Africa Governance Report
APRM	African Peer Review Mechanism
AEO	African Economic Outlook
AU	African Union
GDP	gross domestic product
HDI	Human Development Index
HDR	Human Development Report
HIV	Human Immunodeficiency Virus
IMF	International Monetary Fund
MAF	MDG Acceleration Framework
MDGs	Millennium Development Goals
MDGRs	Millennium Development Goals reports
NEPAD	New Partnership for Africa's Development
RECs	regional economic communities (of the African Union)
SP	UNDP strategic plan, 2014-2017
SME	small and medium enterprises
SSC-TrC	South-South and triangular cooperation

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