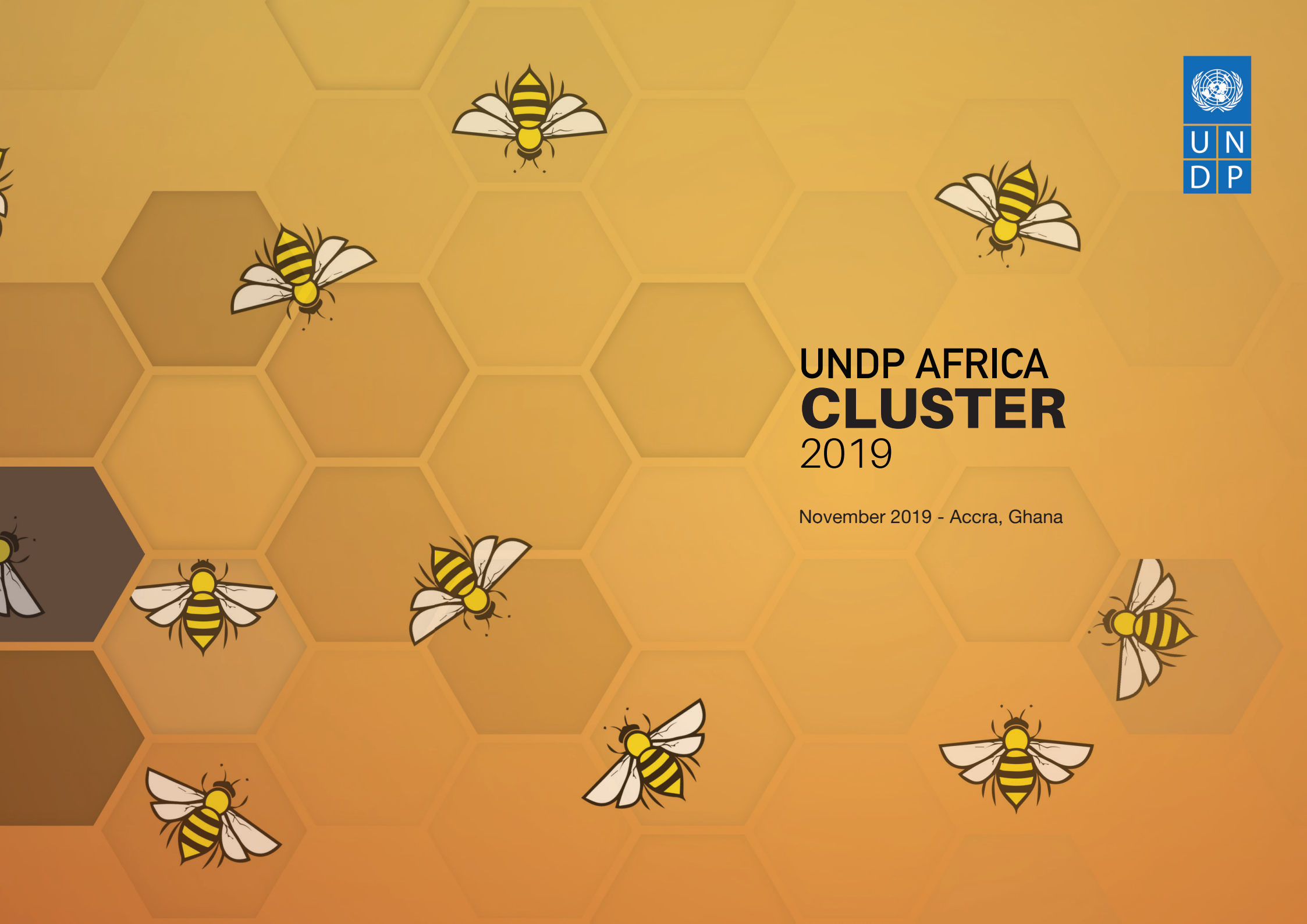

UNDP AFRICA CLUSTER 2019

November 2019 - Accra, Ghana

Group Picture of the Africa Regional Management Team (RMT) taken on 12th November 2019. Marriott Hotel, Accra, Ghana.

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BACKGROUND

This report describes the annual cluster meeting of the United Nations Development Programme (UNDP) Africa regional management team (RMT) comprising of RC/RRs, CDs and some DRRs from 45 UNDP country offices in Africa, which took place between from 11 to 13 November 2016 at the Marriott Hotel in Accra, Ghana, with the objective to reflect and deliberate on ***"Africa's Money for African development: A Future beyond Aid."*** The prelude to the cluster meeting was marked by a High Level Dialogue hosted by the H.E. President Nana Addo Dankwa Akufo-Addo on 7 November 2019, at the Kempinski Hotel in Accra, Ghana. This one day event explored how Africa can optimize the use of its own resources, creativity and innovation to effectively finance Africa's development. The dialogue was intended to reflect on the future of development in Africa and indicate ways to capitalize on the implementation of the Africa Continental Free Trade Agreement (AfCFTA), as well as the Fourth Industrial Revolution. This event was the first of its kind at a UNDP Cluster meeting, and it was convened to feature a profound interaction between a select number of Africa's political, traditional and business leaders. Leading voices in culture, entertainment, media and academia were also invited to be part of the conversation.

There was a high level of media engagement and press interest leading up to the High Level Dialogue event, which raised the visibility of the UNDP cluster meeting and offered an opportunity to stimulate discussions about the Renewed Strategic Offer in Africa, which aims to *"leverage UNDP's trust capital to support Africa's transformation and human development through cutting edge advice, partnerships, innovation and programme support".*

The Government of Ghana were gratified that the 2019 Cluster Meeting was being convened in Ghana, bringing together nearly 200 of the senior leadership teams, representing a new cadre of leadership across 45 Countries in sub-Saharan Africa, to listen to the President of Ghana and business leaders across various sectors explore potential areas for implementation of development programmes for more inclusive and prosperous futures. The Foreign Minister of Ghana Hon. Shirley Ayorkor Botchwey gave a highly publicized press conference a month before the event to welcome the UNDP Taskforce who had been deployed to support the country office in preparations for the Cluster meeting.

The cluster meeting itself involved all key departments and corporate groups at the RBA. The first day, 11 November focused on the "big Picture" issues for RBA, such as "The Panel of the Wise" which featured insights from former RBA Directors, followed by a sectoral deep dive into the new Strategic offer. These presentations were framed by the position paper written by the new Chief Economist for the RBA - Dr Raymond Gilpin, which shared the scope of the theme *"Africa's Money for Africa's Development: A Future*

Beyond Aid". All the discussions around these themes were informed by substantively rich and detailed presentations, to which all participants contributed through engaged and lively E-discussions prior to the cluster meeting.

External experts were also invited to share contributions of the future of development in Africa - Regional Integration, Natural Resource Management/Energy, The Fourth Industrial Revolution and Governance. The final session which featured reflections on Transformational leadership, also allowed colleagues from the New York office to share presentations on audit, ethics and evaluation via video link.

The second day discussed the challenges, opportunities as well as key strategies for to encourage African countries to continue supporting UNDP as a partner of choice in the achievement of global and continental goals. The opening sessions examined The Global Policy Network, Clustering, The Africa Regional programme and country office experiences such as the Integrator role, the Accelerator Labs and the Digital lighthouse solutions.

Colleagues listened keenly to the presentations in the afternoon which outlined UNDP's new business processes to enhance organizational effectiveness. The interactive dialogue on programme oversight, performance and talent management was a crucial to identify ways of moving beyond the business as usual models towards new frameworks which support delivery of the renewed Strategic Offer through higher quality programmes, better knowledge management, innovation as well as sustainable financial and human resources management.

In addition, the discussions were supported by several meetings and presentations and one to one meetings, generated by the RBA Director with the 45 RRs on 8 - 9th November, about the cluster theme, with particular emphasis on the nuance that "Africa Beyond Aid' is not a rejection of development partnership or foreign assistance, it is rather a commitment to support African countries to realise their visions of self sustaining futures as described in Agenda 2030 and the AU's Vision in Agenda 2063.

The last day of the cluster 13 November, featured two bootcamps - one for the Economists and the second for the DRRs. These were self organised and facilitated by the teams. The meetings were very successful as participants felt it created the space for frank and open discussions. The success of the cluster meeting benefited greatly from a cluster task-force team of colleagues who undertook several missions to support the Ghana country office between July 2019 to November. Their strategic guidance and practical support boosted the capacity of the country Office under new leadership to deliver on the challenge of hosting a cluster meeting comprising of seven days of meetings, rather than the usual 2-3 days. The inspirational leadership of the RBA Director was the driving force for the raising the level of ambition and bringing cohesion to diverse teams and keeping the momentum to deliver with vigour and passion.

AFRICA PREPARES TO ACCELERATE

The UNDP Africa Cluster meeting was held in November 2019, in Accra, Ghana, on the cusp of a new decade that we are calling ***"The Decade for Action"*** for the world, a time which calls for calls accelerating sustainable solutions to all the world's biggest challenges — ranging from poverty and gender to climate change, inequality and closing the finance gap. Across Africa these challenges have limited development for many countries, since they became independent countries and constrained their ability reap the benefits of global economic. As the world strives towards the Sustainable Development Goals (SDGS) in 2030, African countries are more committed than ever to accelerating the pace of activities which prioritize inclusive social and economic development, continental and regional integration, democratic governance and peace and security amongst other issues, aimed at reaching the vision for the "Africa We Want" as described in the African union's Agenda 2063.

RENEWING OUR STRATEGIC OFFER IN AFRICA

This is an exciting time for me to convene the first Cluster meeting under my leadership as Regional Director for The Regional Bureau for Africa (RBA). UNDP has been at the forefront of recognising the winds of change across the African continent and the growing ambitions of leaders to re-

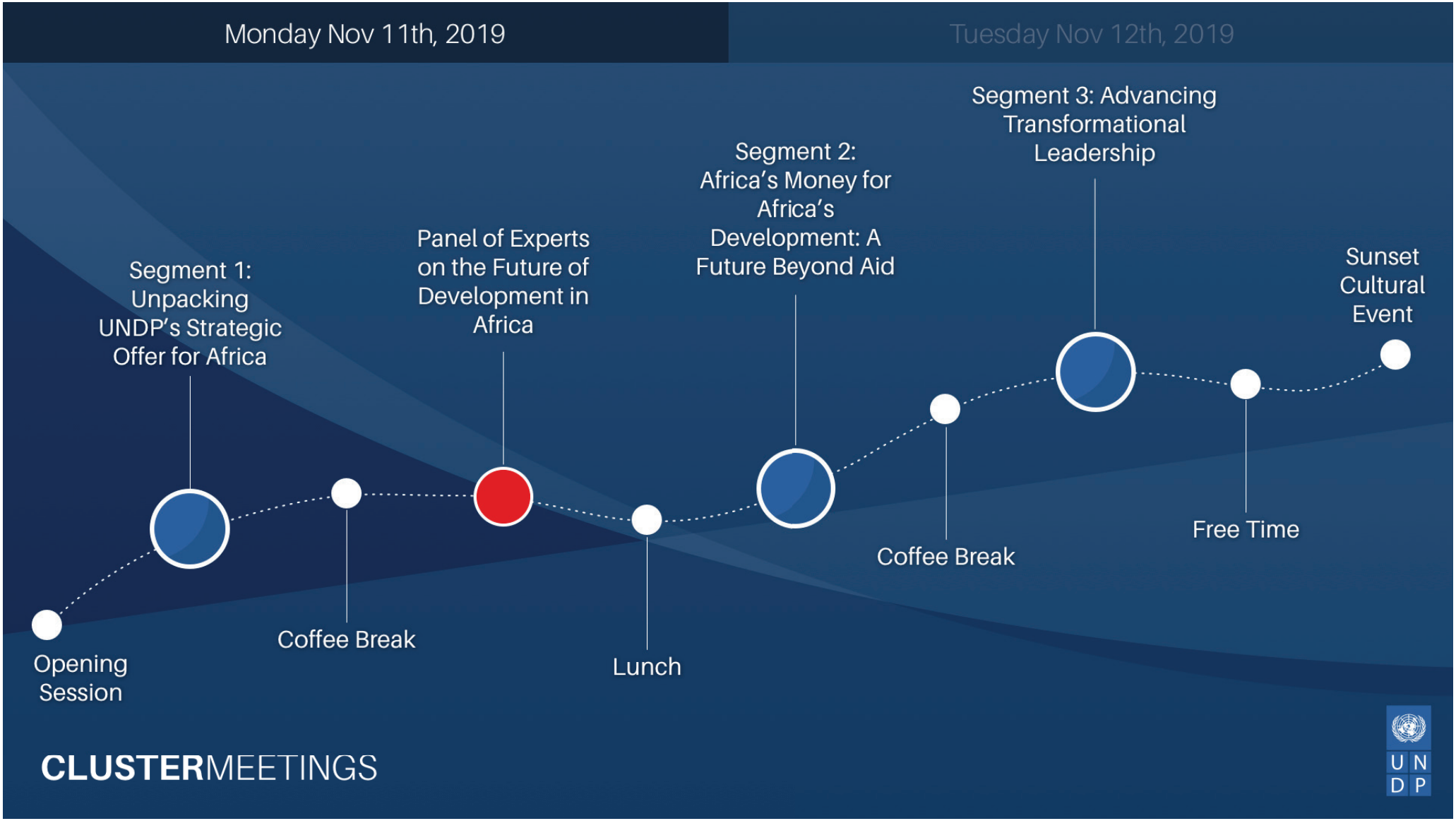
position Africa as a dominant player in the global arena. We are responding by listening carefully and adapting our Strategic Offer in Africa with concrete commitments to redefine new ways of working together, recognizing each country as a valued host and development partner, with inherent strengths and assets to be strategically deployed towards shared goals. ***Our strategic Offer is to support African Governments remove obstacles and enable acceleration and transformation, along the pathways each country chooses.*** We want to remain the most trusted partner for development in Africa and to become the ***premier enabler and intergrator*** across the UN system in every country.

PREPARING OUR LEADERSHIP TEAM TO DELIVER

It is for this reason that the 2019 Cluster Meeting was convened in Ghana, under the theme ***"Africa's Money for African development: A Future Beyond Aid"*** bringing together nearly 200 of the senior leadership teams, representing a new cadre of RBA leaders across 47 Countries in sub- Saharan Africa, to listen to the President of Ghana share his vision of a continent that is able to reach full maturity and reduce economic dependance on traditional development assistance models. We brought our RBA leadership team in close contact with Africans from various sectors - business and commerce, creative industries, traditional leaders, technology and innovation, women traders and agribusiness entreprenuers - to explore potential areas for implementation of development programmes to achieve more inclusive and prosperous futures. The new constellation of leaders at RBA are a family that is well rooted in Africa and we believe that our success as UNDP is a shared destiny, that draws strength from the resilience of the continent itself. Our season has come, we are now in prime position, ready to accelerate our growth and begin to flourish.

> *A family is like a forest, when you are outside it is dense, when you are inside you see that each tree has its place.*
>
> ***~ African Proverb***

AGENDA DAY 1: OUR JOURNEY OF EXPLORATION



AGENDA DESIGN & PROCESS

Objective: To inspire and motivate participants as Transformational Leaders ready to implement the Renewed Strategic Offer in Africa. To set the stage by (a) clarifying objectives, (b) managing expectations and (c) emphasizing the departure from "business as usual" and explain the rationale for the cluster meeting - namely, "one team, one goal."

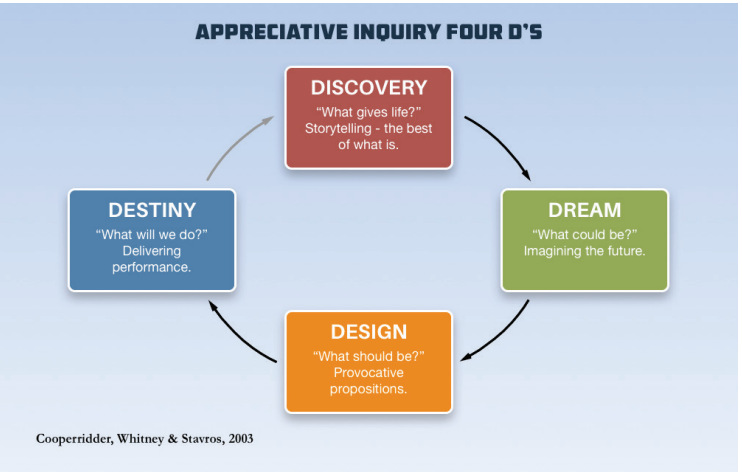
This Cluster meeting was designed to take the participants on a journey of exploration by expert facilitators, through a process known as Appreciative Inquiry. This maintains a focus on the positive core of the deliberations during the meeting, in order to discover what the best outcome could be for transforming development in Africa, based on an assumption that it is possible, even probable to realise the vision of prosperous and self sustaining futures for the continent and the people. Ultimately, the Renewed UNDP Strategic Offer in Africa needs to be implemented by leaders who are involved in developing the vision and believe that it can be done.

This report is divided into five segments to reflect the agenda for the Cluster meeting, which was framed as a journey of exploration building on perspectives from external and internal experts, partners and development actors to inform the articulation and co-creation of UNDP's Offer for Africa and the step change required for its effective implementation. Each section is summarized by an infographic which captures the key discussion points and recommendations from each panel.

ABOUT APPRECIATIVE INQUIRY

Appreciative Inquiry (AI) is an organizational development model that engages groups of people in self0determined change, it focuses on what is working (asset based model), which leads to people co-designing their future. The sessions are designed to layer learning, as part of an overarching narrative which follows the "Four D's" of AI, namely: Discovery, Dream, Design and Destiny.

AI involves the art and practice of asking questions that strengthen a system's capacity to heighten positive potential. It mobilizes inquiry through crafting an "unconditional positive question" often involving hundreds or sometimes thousands of people." During this workshop the facilitators, Dr Sheila Ochugboju and Mr Michael Onyango guided the sessions by ensuring that after each segment, there were moments for reflection and analysis, whereby each participant could examine their own role and contribution to the shared vision and outcome. The questions posed formed the basis of the "Tapestry of Greatness" for RBA, which are the the myriad of ideas and solutions that emerged from each leader and their catalytic potential when brought together as within a synergistic system that supports innovations.



Questions for Unpacking

Reflect: *Choose one community in your country - tell your neighbor what is working well.*

CLUSTERMEETINGS

UNPACKING UNDP'S STRATEGIC OFFER IN AFRICA

SEGMENT 1: PART ONE

AGENDA ITEM	PRESENTER
OPENING	
Welcome and programme overview	Country Office and Facilitators
Brief Remarks	Chair - Kamil Kamaluddeen
PART ONE	
Opening Remarks and Presentation of UNDP's Offer for Africa	Ahunna Eziakonwa
Leadership dialogue with former RBA Directors moderated by Ahunna: Panelists: Abdoulie Janneh, Tegegnework Gettu What are your key lessons learned, thoughts on RBA's positioning and advice for incoming leaders?	
Presentation on RBA Position Paper	Raymond Gilpin
Presentation on Regional Integration	Carol Flore-Smereczniak
Presentation on Governance	Turhan Saleh
Presentation on Energy/Natural Resource Management/ Climate Change	Samuel Doe, Christine Musisi
Presentation on Youth/Innovation/Digital Revolution	Anthony Ngororano
Presentation on AfCFTA	Thomas Stephens
Interactive Q&A and Discussion	Kamil Kamaluddeen

Ahunna Eziakonwa

Kamil Kamaluddee

Abdoulie Janneh

Tegegnework Gettu

Raymond Gilpin

Carol Flore - Smereczniak

Turhan Saleh

Amanda Serumaga

Christine Musisi

Samuel Doe

Anthony Ngororano

Thomas Stephens

SESSION HIGHLIGHTS

Objective: To inspire and motivate participants. To set the stage by (a) clarifying objectives, (b) managing expectations and (c) emphasizing the departure from "business as usual" and explain the rationale for the cluster meeting - namely, "one team, one goal."

The cluster meeting agenda was designed as ***Journey of Exploration***, that opened by the Poet Nana Asaase who performed a specially commissioned piece which is an artistic interpretation of the event theme "Africa's Money for African development: A Future Beyond Aid." This was followed by a video presentation of a traditional African call and response to emphasize the point that we are entering into a co- creation process, not a linear presentation of facts and figures. The group was encouraged to engage fully in the process with their hearts and minds, recognizing core values and core UNDP principles throughout the cluster meeting: Integrity, Accountability, Transparency, Professionalism, Mutual Respect. and Results Orientation (Through Principled Performance).

An overview of the programme provided by the meeting facilitators by Dr Sheila Ochugboju and Michael Onyango. Following an exercise to allow the group to introduce themselves, the facilitation team then shared some perspectives from external and internal experts, partners and development actors to informed the articulation and co-creation of UNDP's Offer for Africa and the step change required for its effective implementation.

PRESENTATION OF UNDP'S STRATEGIC OFFER IN AFRICA

The regional Director Ahunna Eziakonwa described the UNDP's Renewed Strategic Offer in Africa as anchored on the over-arching vision articulated in the UNDP Strategic Plan 2018-2021 which sets out direction for a "new UNDP," one that is "optimized to help countries" achieve the 2030 Agenda for Sustainable Development. The Strategic Plan is built on the principles of universality, equality and leaving no one behind. According to its vision, ***UNDP will help countries achieve sustainable development by: eradicating poverty in all its forms and dimensions; accelerating structural transformations for sustainable development; and building resilience to crises and shocks.***

It responds to the Decade of Action, and to UNDP's bold and timely clarion call encapsulated in the Next Generation UNDP, which is a compelling leadership commitment to

"disrupt the way our organization thinks, invests, manages and delivers – so African countries can perform faster and better than ever to accelerate progress towards the SDGs". From a wider perspective, the Offer is closely aligned with the continent-wide initiatives such as the Africa Union's Agenda 2063 and the African Continental Free Trade Area (AfCFTA).

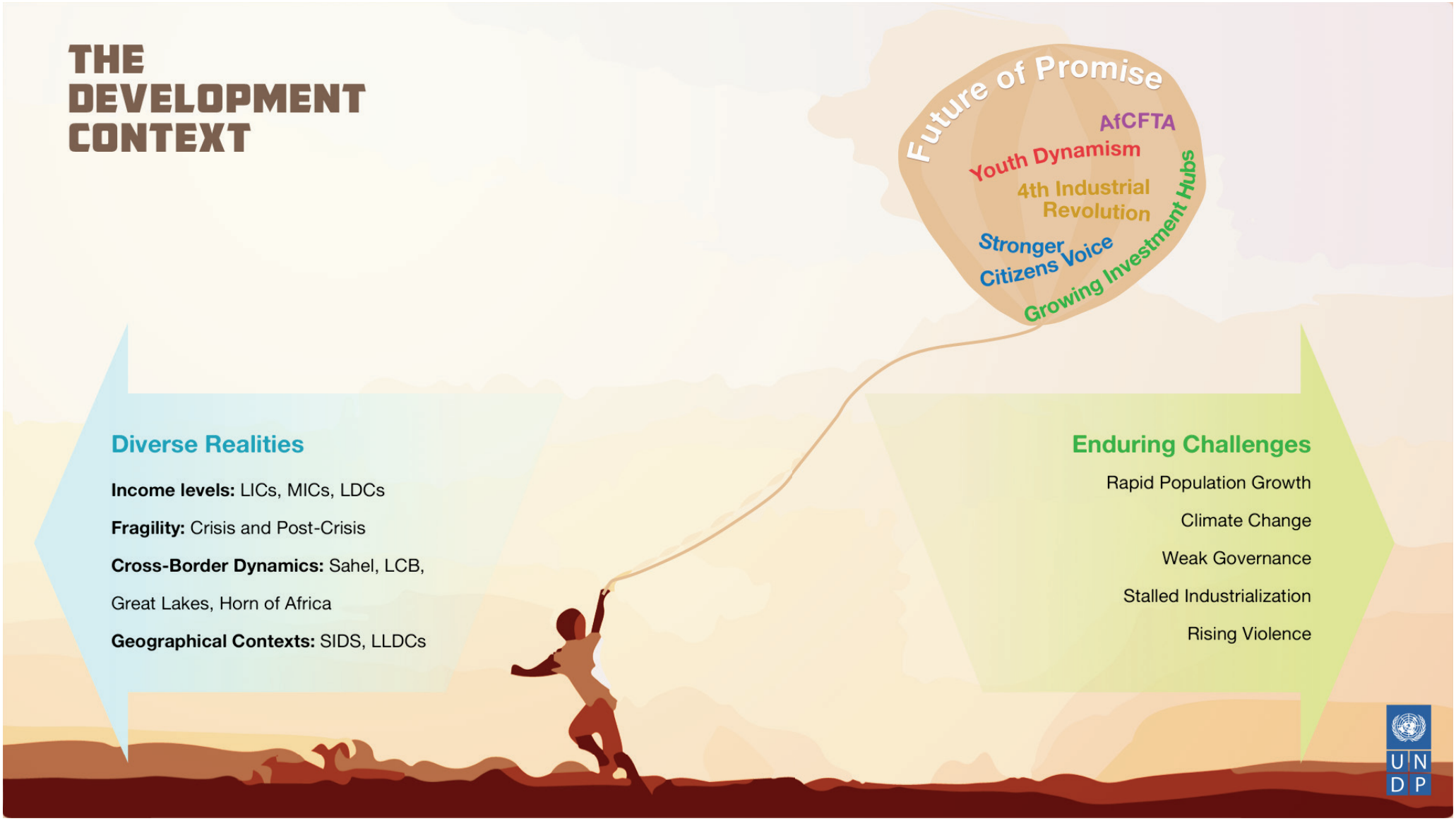
The Offer in Africa has recognised that the promising future can only be realized by overcoming the challenging development context on the continent, where there are enduring challenges often referred to as "Wicked Problems", caused by many interdependent factors making them seem impossible to solve. Because the factors are often incomplete, in flux, and difficult to define, solving wicked problems requires a deep understanding of the stakeholders involved, and an innovative approach provided by human centered design thinking.

Guided by the core principle that the Africa region is not homogenous1, the Strategic Offer will tailor UNDP's programmes and operations to context-specific circumstances. The specificities arise from varying levels of development (low vs middle income countries); geographical disadvantages and advantages (Small Island Development States vs larger Landlocked Developing Countries); projected impact of climate change (resilient vs vulnerable); and political stability (stable vs fragile states).

The story of Africa's growth and human development is one of remarkable progress. But at the same time, a lot remains to be achieved. A smaller proportion of Africans now live in extreme poverty and more African countries have graduated from low income status in the last ten years, than experienced over the preceding half century. Looking ahead, youth optimism, transformative technology, improvements in regional trade and continued investments in human capital highlight Africa's promise. This renewed Strategic Offer in Africa will support Africa's people, its governments and institutions as they seek to consolidate recent gains and effectively address the challenges that remain. These include persistent inequalities, weak governance institutions, climate change, rapid population growth, stalled industrialization and rising violence.

The **Six Impact Areas** defined by the offer below are the pathways for delivering on the promise. It is supported by **Six Foundational Enablers** are anchored in the **Six Signature Solutions** described in the UNDP Strategic Plan. Delivering on the promise for Africa will rely on this alignment, coupled with an integrated approach which pools together corporate resources and strategies, such as the Global policy network and the Accelerator labs, to enhance responsiveness to diverse country demands and varying national circumstances, with a focus on reaching the poorest and most marginalized. This offer aims to ***"to enable the acceleration of Sustainable Development Goals in Africa in the Decade of Action"*** and it is a culmination of internal and external consultative processes, which included an online discussion one month prior to the cluster meeting that helped to define the content and presentations on the agenda. The conclusions and key takeaways were presented during the first segment of the cluster meeting.

THE DEVELOPMENT CONTEXT



THE RENEWED STRATEGIC OFFER

Organized Around 6 Impact Areas

- Structural Transformation
- Peace and Security
- Affordable and Sustainable Energy
- Natural Resource Governance
- Climate Change Mitigation and Adaptation
- Youth and Women Employment and Empowerment

Underpinned by 6 Foundational Enablers

- Governance of Things
- Digital Transformation
- Sustainable/Innovative Financing
- Strategic Comunications and Partnerships
- South-South Cooperation
- Development Intelligence

Nested Within UNDP's 6 Signature Solutions

- Keep people out of poverty
- Enhance national capacities
- Close the energy gap
- Inclusive, accountable governance
- Promote nature-based solutions
- Gender equity and empower

This offer aims to “to enable the acceleration of Sustainable Development Goals in Africa in the Decade of Action” and it is a culmination of internal and external consultative processes, which included an online discussion one month prior to the cluster meeting that helped to define the content and presentations on the agenda. The conclusions and key takeaways were presented during the first segment of the cluster meeting.

The timeline for the initial phase of implementation of the offer is 2020-2021, consistent with that of the Strategic Plan. However, the theory of change that is pursued in the Offer may transcend the next 24 months. As such, the Offer is framed with flexibility to review and adjust as necessary, in line with the outcome of the ongoing Mid-Term Review of the Strategic Plan and any post-2021 corporate strategy.

PANEL OF THE WISE: LEADERSHIP DIALOGUE WITH FORMER RBA DIRECTORS

The overview presentation was then followed by a series of three reflections to help the group unpack the key elements of the Offer for Africa. The first session started with a leadership dialogue with two former RBA Directors - Mr. Abdoulie Janneh and Mr. Tegegnework Gettu. They were invited to share insights from their understanding about the context of UNDP's work in Africa, including lessons learned from the implementation of previous strategies and the imperative for transforming the way UNDP works and leads in Africa to meet diverse development and partners' needs across the continent.

Mr. Abdullah noted that he would like to see increased Africa's integration in areas such as building institutions, enhancing opportunities in cross border trade issues, improving youth livelihoods, increasing taxation and building capacity for the better Africa. Mr. Gettu noted that Africa is always changing and the emerging development challenges require targeted need based solutions and support. He highlighted four areas of further support namely, recognising the multiple realities on the continent, developing capacities to be strategic, improving UNDP's identity in Africa, fully integrating UNDP in Africa and Africa in UNDP. He noted that UNDP must constantly adjust to the needs of Africa's changing development need in governance, contextualizing SDGs, improving operational effectiveness and efficiency, expanding the management of diversity and collaboration with other agencies and partners. With regards to Africa's challenges, he indicated the enduring fragility of Africa in terms of low development indicators, climate change, weak governance, violent extremism, rising inequality, forced migration, youth and food insecurity.

KEY ISSUES RAISED & TAKEAWAYS

African countries must diversify their economies in order to maintain the current trends of high growth rates. This will reduce their exposure to external shocks and substantially contribute to poverty eradication through employment and wealth creation.

- The quality of governance will shape the prospects for peace and economic development in Africa. It is the most importnat and critical variable factor because it determines whether the strength of the social compact between the state and the society. Governance also has an important regional dimension relating to the institutional structures and norms that guide a region's approach to challenges and that help shape its political culture.This is especially relevant in looking at Africa's place in the emerging world since this large region consists of 54 states—close to 25% of the U.N.'s membership—and includes the largest number of landlocked states of any region, factors that dramatically affect the political environment in which leaders make choices. Consequently, national and regional governance factors interact continuously.
- For Africa, a vast continent of over 1.2 billion people, integration has considerable potential not only for promoting robust and equitable economic growth through markets, but also for reducing conflict and enhancing trade liberalisation.
- Africa's development rests not on aid, but on three key pillars: knowledge, entrepreneurship, and governance. However, to make these three levers work, a change in mindset is a prerequisite. Development is about mobilizing

resources, acquiring the capacity to utilize the resources, and allocating those resources appropriately. But what mindsets prevail determine what path development takes. For Africa to develop, it has to think in ways that defy conventions. This means that Africa will need to think beyond aid as the central plank of its development plans.

PRESENTATION ON POSITION PAPER AND CLUSTER E-DISCUSSIONS

The second set of reflections highlight UNDP's role in thought leadership building on a deep exploration of the cluster meeting theme and UNDP's potential role ensuring that the Africa Continental Free Trade Agreement accrues development benefits for all Africans around the strategic impact areas of the Renewed Strategic Offer, drawing on the substantive month long e-discussion preceding the cluster meeting.

This session involves many panelists including a presentation on the keynote position paper on the cluster theme "Africa's Money for African development: A Future Beyond Aid", regional integration, ACFTA, governance, Energy/ Natural Resource Management/Climate Change and Youth/Innovation/Digital Revolution issues.

DR RAYMOND GILPIN - AFRICA BEYOND AID

The session opened with the position paper on **Africa Beyond Aid** as a fundamental development policy and programming solution, written by **Dr Raymond Gilpin** - Chief Strategy, Analysis & Research Team, UNDP headquarters New York. The paper was co-authored with Degol Hailu. Dr Gilpin noted that the key challenge was not about money but about structural transformation. It was noted that the Bretton Woods institutions (BWI) are struggling with a credibility deficit because after 60 years of interventions on African economies by the World Bank (WB) with mandate to promote long term economic growth mandates and the International Monetary Fund (IMF), many countries on the African continent are still dependant on overseas development aid. The World Bank has traditionally championed neoliberal reforms, advising countries to 'privatize, liberalize and globalize'. The IMF added 'stabilization' - primarily cutting government expenditure to contain inflation and balance of payments deficits - to the list of conditions for countries to qualify for BWI financial resources. Accepting these packages of WB advice for economic restructuring, known as 'structural adjustment programs' (SAPs), became a condition for access to concessional credit. It was claimed that these reflect agreement on 'good' and necessary policies between the two Washington based BWIs and the US Treasury Department, later dubbed the 'Washington Consensus."'

WB research later admitted the failure of IMF-WB inspired policy reforms, acknowledging that *"... the expected growth benefits failed to materialize, at least to the extent that many observers had forecast. In addition, a series of financial crises severely depressed growth and worsened poverty... both slow growth and multiple crises were symptoms of deficiencies in the design and execution of the ... reform strategies that were adopted in the 1990s... "*

The respected American economist

William Easterly, then a senior WB economist, noted that during 1960-1979, median per capita income growth in developing countries was 2.5 per cent, compared to zero per cent during 1980-1998. With SAPs including trade liberalization, Africa de-industrialized and turned from a food exporter into a net food importer. After two decades of IMF-WB promoted fiscal contraction, liberalization and privatization, then WB President James Wolfensohn acknowledged, "... if we take a closer look, we see something alarming. In developing countries, excluding China, at least 100 million more people are living in poverty today than a decade ago. And the gap between rich and poor yawns wider."

Africa beyond aid is not a far-fetched notion; it is an ongoing reality since the mid-1990s, in fact aid as a share of Gross National Income has fallen across Africa, from 6.5 percent in 1994 to 3.0 percent in 2017. Unlike the situation two decades ago, most Sub-Saharan African (SSA) countries currently enhancing domestic resource mobilization, and doing much more to promote remittances and foreign direct investment for the bulk of their financing inflows. Market-based mechanisms are also increasingly becoming the norm when financing domestic fiscal gaps. However, economic policies and programs across the continent are still intellectually and operationally tethered to aid-driven frameworks of the past. It is also important to note that 'aid dependency' is not just a fiscal or financial phenomenon, it also manifests in terms of structural dependency (through trade patterns) and intellectual dependency (via the choice of economic model). Moving SSA beyond aid dependency demands innovative strategies and bold thinking to develop policy and establish institutional frameworks that are relevant, robust and resilient across the continent. Investments in such frameworks that take account of SSA's peculiar capacity, institutional, governance and resource challenges are described as being afro-critical. Afro-criticality emphasizes wealth-creating strategies that ensure a judicious use of the continent's natural resources, while promoting equity and sustainability for all Africans.

CAROL FLORE-SMERECZNIAK - REGIONAL INTEGRATION

Carol Flore-Smereczniak presented the results from the e-discussion about the importance of regional integration for structural transformation. The key recommendations for UNDP in supporting regional integration are shown on page 16.

It was agreed that although regional integration is critical for structural transformation, not all African countries are not all at the same level, regional variations must be considered when developing the implementation strategy. Therefore UNDP can support the integration process with expert research and evidence-based analysis to inform the implementation strategies going forward. UNDP should also emphasize the **convening role** between all key stakeholders and the **integrator role** across the UN system, assisting existing capacity, supporting inclusiveness, and promoting potential quick wins. Additionally, African people themselves need to be seen as the primary drivers of regional integration, with UNDP deepening the range of partnerships with other regional and subregional institutions in Africa and encouraging African Influencers to better address country needs. In promoting economic growth a key focus must be on increasing value addition and reducing export of primary commodities.

KEY MESSAGES ON REGIONAL INTEGRATION

Will regional integration into a single market achieve Africa's transformation?

- The African market is 'fragmented' across 54 countries with 107 unique land borders
- Regional integration allows for countries to diversify their patterns of production and to leverage economies of scale from consolidated markets
- AfCFTA, which still takes the RECs as the foundation, calls for countries to accelerate the pace of integration.
  - It allows for coordinated investment in various infrastructure and regional value chains.

What does it call for?

- Significantly changing the producers and consumers of goods and services on the continent and how they will interact.
- Fostering institutions and actions that directly impact these key players and those that create an enabling environment.

- Changing mindsets, including about growth being enough and about foreign goods being better.
- Regional integration allows for countries to diversify their patterns of production and to leverage economies of scale from consolidated markets
- AfCFTA, which still takes the RECs as the foundation, calls for countries to accelerate the pace of integration.
- It allows for coordinated investment in various infrastructure and regional value chains.

Regional Integration & AfCFTA - state of play?

- The African Continental Free Trade Area (AfCFTA) Agreement came into play as of 30 May 2019. Many countries have not yet ratified.
- In addition, Africa's structural transformation, trade and regional integration call for a complementary focus on the:
- free movement of persons
- Infrastructure integration and financing

- Regional energy and transport infrastructure integration
- Common health standards and collaboration
- Peace and Security

Insights from the e-discussion

- Trade policies are not substitutes for structural transformation; the state must ensure economic transformation policies & strategies that create decent jobs and social justice.
- Access to finance and a focus on monitoring impact, financing regional infrastructure initiatives and financing new products and services are equally required.
- Regional integration must deliver for 99% of people living on the continent.

The African Continental Free Trade Area (AfCTA) calls for building blocks which includes a focus on;

- Human capital and building productive capacities,
- Emergence and transformation strategies as key drivers of structural transformation.
- Institutional capacities strengthening and a whole of Govt approach,
- Unleashing the potential of the private sector.

What role for UNDP?

UNDP is not the only player inregional integration: AU, AfCFTA secretariat, RECs, UNECA. 3 critical areas where UNDP can play a key role:

- The convener role of UNDP can ensure effective participation by and information sharing among all stake-holders
- Capacity assessment and strengthening: joint work to assess existing capacities and readiness to implement AfCFTA
- Inclusive dialogues and assessments of critical issues, for e.g.,impacts on specific sectors and productive capacities,
- access to finance for structural transformation;
- equity and the most vulnerable

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- Regional integration must deliver for 99% of people living on the continent.

TURHAN SALEH - PRESENTATION ON GOVERNANCE

Turhan Saleh presented the results on governance issues and he mentioned the different dimensions of governance architecture including what should be done to improve governance such as institutional development, emphasizing on development and finance, citizen engagement and others. The key recommendations for UNDP in supporting governance are shown on page 16.

Good governance at the local, national and international levels is essential for development. Good, or democratic governance as defined by UNDP, requires meaningful and inclusive political participation. Ensuring that people are given a stronger voice and stake in the decisions that shape their lives, governments and economies, not only improves governance but it also helps ensure that resource allocation and service delivery are more responsive to their needs.

The entwined goals of achieving pro-poor economic growth, strong and stable societies, and healthy environments require that institutions formulate strong and transparent policies that take all three into consideration. Legitimizing the institutions needed to resolve disputes peacefully and build the social cohesion needed to thwart violence and crime, The active inclusion of all people in the decisions that affect their lives will make a difference to development at every level, from the global to the local.

Making sure that the law works for everyone is critical for development. Bringing informal businesses into the formal sector, for example, helps poor entrepreneurs better protect

their earnings, grow their businesses, and create additional jobs. Expanding strong and accessible justice systems is also crucial. If people are able to establish tenure or property rights this directly affects their chances of building a sustainable livelihood free from exploitation.

Regulating investment increases predictability and reduces risk. It also ensures that private sector participation is beneficial for the country and works for, and not against, sustainable and inclusive economic growth.

Global context and governance: Good global governance must be about enabling all countries to have a meaningful say in the decisions which are shaping their futures. This is especially important for the LDCs which have the greatest vulnerability to shocks beyond their control. As the world's interdependence increases, so too do the risks. To manage the risks flowing from interdependence, global governance systems need to be inclusive of the full diversity of member states. Global governance must go beyond risk management to find solutions to the challenges which threaten us all.

Democratic governance for political and economic inclusion: Human development depends on advancing both political and economic inclusion. Democratic governance can help countries to achieve both by: increasing the transparency and predictability needed to attract investment and grow the local economy,

Good, or democratic governance as defined by UNDP, entails meaningful and inclusive political participation – basically people having more of a say in all of the decisions which shape their lives. Giving people a voice and a stake in their governments and economies will help ensure that resource allocation and service delivery are more responsive to their needs. Making sure that the law works for everyone is critical for development. Bringing informal businesses into the formal sector, for example, helps poor entrepreneurs better protect their earnings, grow their businesses, and create additional jobs. Expanding strong and accessible justice systems is also crucial. If people are able to establish tenure or property rights this directly affects their chances of building a sustainable livelihood free from exploitation.

- Investment and grow the local economy,
- legitimizing the institutions needed to resolve disputes peacefully and build the social cohesion needed to thwart violence and crime, and.
- making resource allocation and service delivery more responsive to the needs of people.
- Unleashing the potential of the private sector.

Many LDCs are rich in the commodities which are in high demand today. But where benefits from their exploitation accrue largely to the few, high levels of social tension, corruption, crime, and even conflict can result.

Overcoming governance bottlenecks: To help countries meet their commitments to accelerate SDG progress, UNDP is focused on acceleration during the decade of action, working with Accelerator Labs networks across the region, to identify and apply context specific development solutions.towards 2030. Since UNDP is an Integrator across the UN system, it can supports governments and their development partners to identify systematically the

range of bottlenecks and constraints standing in the way of SDG progress, and then to devise ways to overcome them.

It works by breaking down silos between sectors, SDGs, and disciplines, in favour of a pragmatic, cross sectoral, problem-solving approach. Often the solutions involve overcoming governance bottlenecks, including in public administration and service delivery. Where the SDG Innovation Labs have been piloted e.g Kenya, Botswana and Malawi, early results are already showing that it it has brought greater focus to existing national strategies to address off-track SDGs. We have seen increased collaboration across government ministries and engagement by development partners.

Inclusive governance: Inclusive participation and political engagement depends on all people having access to public information and the ability to make their voices heard. New technologies can help that, and be part of making existing institutions more responsive. Wherever it can, UNDP will support countries' efforts to establish environments in which political parties, vibrant civil society, and free and ethical media can flourish.

The full participation and inclusion of women is also central to democratic governance. Where women lack voice and representation, issues of great importance to them will either be neglected, or the way in which they are addressed will be sub-optimal and uninformed by women's perspectives. The active inclusion of religious and ethnic minorities, young people and other marginalized groups is also critical.

THOMAS STEPHENS - UNDP AND THE CHALLENGE OF AFRICA CONTINENTAL FREE TRADE AGREEMENT (AFCFTA) ROLLOUT AND IMPLEMENTATION

Thomas Stephens presented the results from the e-discussion on the challenge of the Africa Continental Free Trade Agreement (AfCFTA) rollout and implementation for UNDP and the opportunities for the RBA to support the process. He described a short internal research activity that was conducted to inform senior leadership on how best to engage with the AfCFTA implementation process.

Background: The negotiations for the trade agreement began in 2015, and it eventually came into force in May 2019. All 54 AU member-states have signed the Agreement, but only 27 countries have ratified by November 2019. Several of The Agreement's annexes and protocols are still being negotiated, however the operational start date for AfCFTA is set for 1 July 2020. Many of the remaining challenges are based around the fact that governments unclear of political, economic and social implications of opening up their economies to free trade. There are tight deadlines to complete the negotiations and launch the new AfCFTA institutions, in particular, the AfCFTA Secretariat based in Accra.

Internal Research on RBA to the potential AfCFTA: The RBA decided to conduct a deep dive research on how best to support the potential AfCFTA process to promote regional integration. The overall objective of the analysis was to:

- Assess perceptions and recommendations of how UNDP staff felt RBA (and RBAS) could support the rollout and implementation of AfCFTA;

- Determine what other development partners and research institutes are already doing to support AfCFTA and what role they believe UNDP could play in that process;
- Synthesize findings by offering a framework for a proposed RBA strategy.

The overall methodology involved 40 interviews conducted in 2019 - September and October in New York, Washington, Addis Ababa, and London along with several Skype calls to different country offices (COs). The interviews generally lasted from 45-60 minutes. An online survey questionnaire was also sent to RBA economists and others asking for their ideas and comments on potential entry points for UNDP support.

Key Findings: The following key findings emerged from the research:

- UNDP is late coming to the AfCFTA party! Other organizations have been supporting AUC efforts going back several years.
- UNDP is not currently seen as having a strong trade policy focus.
- UNDP support would nonetheless be welcomed by AUC and other development partners.
- UNDP's on-the-ground presence and "trusted advisor" status with African governments is widely recognized and appreciated.
- Several COs have already started receiving requests from their host governments asking for UNDP assistance.
- Successful implementation of AfCFTA will require decades to fully realize the aspirations of the Agreement. Hence, a long-term effort will be required, regardless of any UNDP support.

Implications for RBA Support: The following key findings emerged from the research:

- The UNDP brand will be negatively impacted if UNDP support is seen as piece-meal, ad hoc, and short-term. Clear articulation of a UNDP AfCTA strategy is needed – ideally stressing a long-term commitment to AfCFTA implementation.
- The institutional and capacity needs of the AfCFTA organs, national governments, and the RECs will obviously change over time, Hence, need for programme flexibility to changing circumstances and different country contexts.
- RBA support will be most effective if undertaken jointly with other multilateral partners, in particular UNECA, UNCTAD, and the World Bank, in close collaboration with the AUC and new AfCFTA secretariat.
- There are major resource implications if RBA commits to a long-term AfCFTA initiative!

Potential Entry Points for RBA Support: Track one: short-term priority entry points:

- Prepare RBA briefing note for COs articulating elements of UNDP strategy as basis for discussion with national governments
- Collect background information at the CO level on what governments are already doing or considering to do with regard to AfCFTA implementation
- Stand-by support to interim AfCFTA Secretariat to complete negotiations.
- Support completion of country-level assessments (working with AUC, UNECA and other partners)
- Conduct country case studies on

potential impact of AfCFTA on marginalized groups

- Continue efforts to build roadmap of what other agencies are doing to support AfCFTA rollout!

Track two: long-term support to meet evolving needs of AfCFTA institutions, RECs, and national governments: Multi-partner joint AfCFTA support facility or platform? UNDP/UNECA/ UNCTAD?

Next Steps:

- Agree on short-term priority entry points: Determine resource implications and agree on management responsibilities
- Senior management decision needed on if and how to support longer-term commitment to AfCFTA implementation: Decision on multi-partner model,
- Potential funding sources, Human resource/staffing implications.
- Conduct an internal UNDP risk assessment of different trajectories that AfCFTA could take in terms of country-level uptake and degrees of successful implementation (or not)

CHRISTINE MUSISI AND SAMUEL DOE - ENERGY/ NATURAL RESOURCE MANAGEMENT/CLIMATE CHANGE

Christine M and Samuel Doe presented the results from the e-discussion about Energy/Natural Resource Management/ Climate change. She noted that the key challenge for UNDP is to support states to formulate national development plans; to maintain a strong regional focus on natural resource management and to support innovations on renewable energy to address the challenge of climate change.

Energy: Access to clean and affordable energy is key to Africa's inclusive and sustainable transformation is both urgent and necessary. With only 4 out of 10 people in Sub-Saharan Africa with access to electricity, compared to 9 out of 10 globally, this challenge is particularly pressing for Africa. Managing the transition towards greater use of renewable energies, while massively expanding access to energy for productive and domestic use is vital for the attainment of the SDGs and Agenda 2030. Over the past decade, UNDP's interventions in renewable energy transformed at least 3,742 communities – reaching at least 3.4 million Africans. This notwithstanding, UNDP will work to strengthen its offer in this area by assisting countries design solutions to close the energy gap.

Natural Resource Management: Africa's natural resource wealth can be a critical accelerator of poverty eradication and fighting inequality, if sustainably harnessed and more equitably distributed. This include the land, diverse plant and animal life, the maritime ecosystem and minerals. The problematic nature of natural resource contracting, the opaque nature of ensuing transactions, the unfair and predatory mechanism to distribute the benefits from these resources, and the low industrialization footprint, combine to limit the role these resources could play in economic transformation. In addition, the global transition to a low-carbon economy could have serious implications on the use of Africa's natural resource endowments.

The mismanagement of land and natural resources is contributing to new conflicts and obstructing the peaceful resolution of existing ones. States, intergovernmental

organizations and other partners need to step up efforts to better integrate natural resource management into post-conflict reintegration programmes, incorporating natural resources into plans for reintegration and recovery can also help to mitigate potential conflicts, such as disputes over land or water. Plans for the fair management and distribution of natural resources are usually excluded from peace negotiations and disarmament, demobilization and reintegration (DDR) programmes, which have become an integral part of the UN's post-conflict peace consolidation over the last 20 years. For example, in in most African countries – where land is central to one's economic security – lack of land access remains one of the main barriers to the reintegration of former combatants following conflicts.

Climate Change: Africa's diverse climates have been affected by climate change in various ways. Record increases in ground temperature, growing aridity and sea level rises pose serious (and growing) challenges to Africa's development prospects. Meeting the ambitious goals set out in Agendas 2063 and 2030, as well as the Paris Agreement will only be possible if Africa effectively responds to climate change and environmental degradation by promoting climate resilience across sectors, ensuring sustainable utilization of environmental resources and reducing vulnerability in climate sensitive livelihoods.

Currently, all 54 countries have signed the Paris Agreement and submitted ambitious Intended Nationally Determined Contributions (INDCs), which embody the efforts by each country to reduce national emissions and adapt to the impacts of climate change. while most of them have ratified these ambitious Nationally Determined Contributions (NDCs).

However, most INDCs submitted by African countries were hastily put together and in most cases did not take long term effects on national development goals into consideration. Consequently, they do not truly reflect national needs and potential to fully contribute to global targets of achieving a low-carbon and climate-resilient pathway by mid-century.

All African INDCs have incorporated two targets: an unconditional target that will be met by African countries with their own resources (about 15%), and a conditional target, subject to financial support from the international community (about 85%). However, in mapping current commitments, there is no distinction between these targets. Without making this distinction and mobilizing the resources to enable African countries achieve both targets, we stand the risk of not achieving the global goal. In addition, African countries have consistently emphasized the importance of adaptation considering their high vulnerability to the adverse impacts of climate change. Although the Paris Agreement has established a global goal on adaptation with a view to contributing to sustainable development, current efforts at implementing NDCs, including those in Africa, have not attached much importance to adaptation and resilience building. Efforts also need to be made to develop bankable projects that contribute to the NDCs in African countries and that will attract private sector investors.

UNDP is one of the partners institutions in the **Africa NDC Hub** which is led by the Africa Development Bank (AfDB), which engages national, sub-national, non-state actors and private sector representatives on appropriate policies, strategies and actions tailored to suit

individual needs of African countries to enable them deliver their climate change commitments under the Paris Agreement. The NDC Hub also supports African countries in mobilizing finance at scale to support national sustainable development imperatives. These in turn promote the development and implementation of appropriate climate actions that allow African countries to achieve the objectives of their NDCs as well as contribute meaningfully to the global effort to combat climate change. The Hub intends to support the effective transformation of NDCs into bankable and implementable projects/programmes that are underpinned by rigorous analytical work and which significantly draw upon the synergies of ongoing regional, national and sectoral efforts and contributes to the achievement of the sustainable development goals.

ANTHONY NGORORANO - YOUTH/INNOVATION/DIGITAL REVOLUTION

Anthony Ngororano presented the results from the e-discussion on how UNDP can support youth, innovation and factor in the digital revolution into regional programmes as cross cutting drivers for transformation.

Africa's technology scene is booming, driven largely by advancements in mobile phone technology which has become an important platform for innovators beyond its simple use as a communication device. Today, Africa's digital generation has direct access to advanced technologies and are embracing its uses born out of a deep desire to find solutions to socioeconomic challenges. Entire industries are growing around payment solutions and crowd-sourcing, with South Africa, Kenya, Nigeria and other countries leading the way. To-date, Africa has about 314 active tech-hubs in 93 cities and 42 countries. It is not surprising therefore that Africa has been leading in mobile payments through mobile money transfer services like M-Pesa which now serves over 30 million users across ten countries.

In Africa, the entertainment and media space have also seen phenomenal changes in the last decades with the growth of internet and the proliferation of new devices, leading to the introduction of streaming services. The film and music Industry have technologically advanced over the years, offering jobs opportunities to young people. For instance, Nollywood, which is regarded as the second largest film producer globally after India's Bollywood, is estimated to achieve $1billion in export revenue by 2020 and is creating a lot of jobs. The African music scene is witnessing growth as well, with afro beats reaching a global audience and African musicians collaborating with globally-renowned artists.

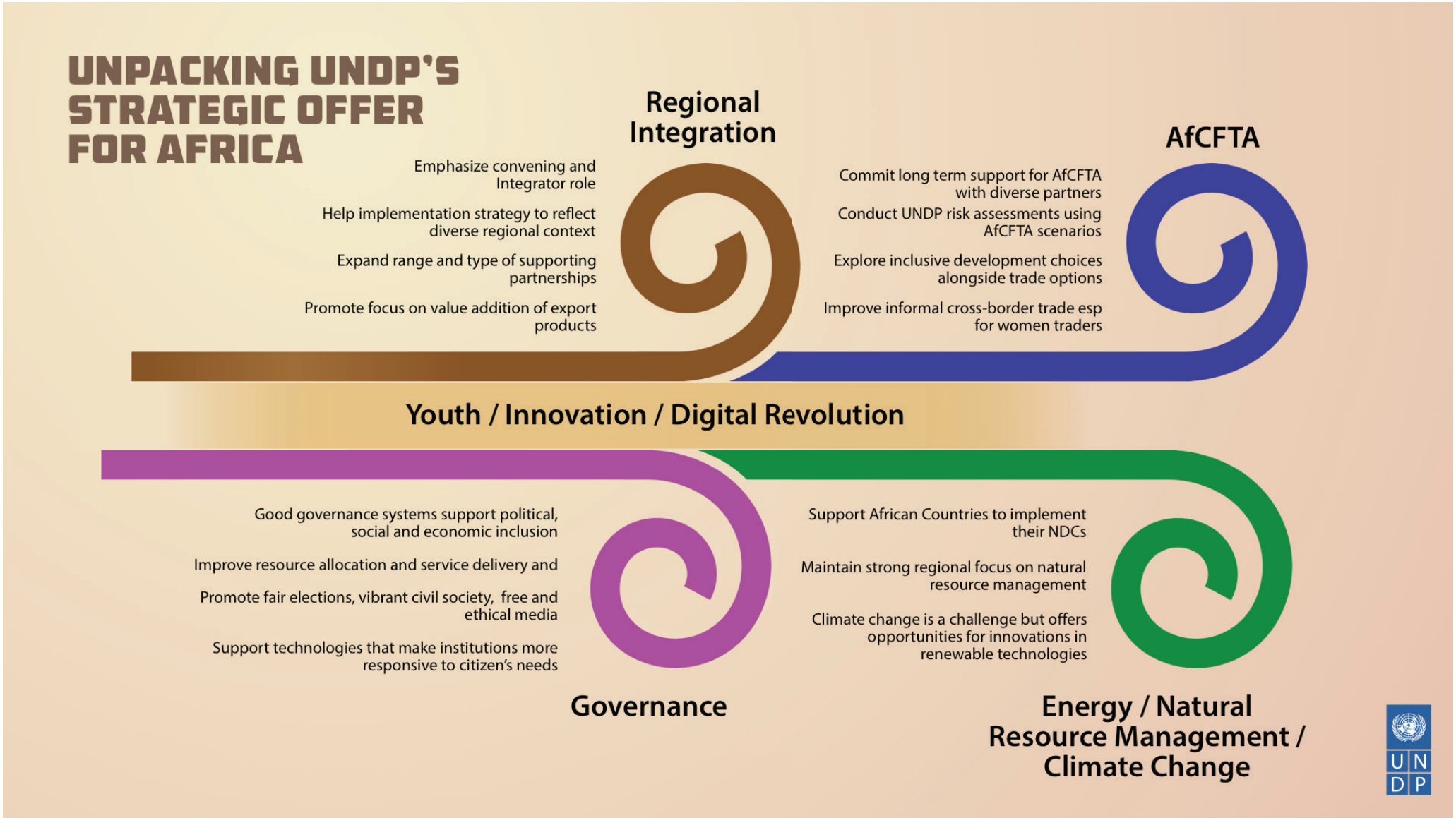
Scaling the Digital Drive

The changing technological landscape couldn't have come at a better time for Africa and holds a sure promise of leapfrogging into the 4th industrial revolution. However, more needs to be done, including investing in its soft and hard infrastructure. Africa's internet penetration remains low at 25% and so is access to electricity which is at an average of 43% compared to 87% globally, limiting the adoption of life-changing technologies in all sectors.

The question is - how can Africa leverage its growing innovative and digital space to address several of its remaining development challenges? One way would be for Africa to step up its engagement and forge strong and new kinds of partnerships especially with the private sector and philanthropic institutions

to accelerate investments in strategic areas. Mo Ibrahim and Tony Elumelu Foundations are already championing investments in health, education, governance and entrepreneurship development, but more is required. Investing in youth-led tech start-ups and tech hubs for technological innovations would be very strategic for a continent that has an average of 80% of its labour force between the ages of 15-24 years.

The United Nations Development Programme (UNDP) is committed to building stronger partnerships with all development actors to fully exploit untapped opportunities on the continent. Currently, UNDP is investing heavily in alternative models of development to scale up solutions. Through its 60 SDG Accelerator Labs with more than half (36) in Africa, the continent is poised for unprecedented development. Working with the private sector is also very important, some of our new initiatives are the SDGs Impact and YouthConnekt strategically poised for accelerated achievement of the global goals and Africa's own vision – Agenda 2063.


UNPACKING UNDP'S STRATEGIC OFFER FOR AFRICA
Regional Integration
Emphasize convening and Integrator role
Help implementation strategy to reflect diverse regional context
Expand range and type of supporting partnerships
Promote focus on value addition of export products
AfCFTA
Commit long term support for AfCFTA with diverse partners
Conduct UNDP risk assessments using AfCFTA scenarios
Explore inclusive development choices alongside trade options
Improve informal cross-border trade esp for women traders
Youth / Innovation / Digital Revolution
Good governance systems support political, social and economic inclusion
Improve resource allocation and service delivery and
Promote fair elections, vibrant civil society, free and ethical media
Support technologies that make institutions more responsive to citizen's needs
Governance
Support African Countries to implement their NDCs
Maintain strong regional focus on natural resource management
Climate change is a challenge but offers opportunities for innovations in renewable technologies
Energy / Natural Resource Management / Climate Change
UNDP

Questions for Unpacking

***Answer:** In your opinion, what should the **New Strategic Offer** in your country be?*

CLUSTERMEETINGS

UNPACKING UNDP'S STRATEGIC OFFER IN AFRICA

SEGMENT 1: PART TWO

AGENDA ITEM	PRESENTER
Panel of experts on the future of development in Africa - new developments, priorities and opportunities that are shaping the future of Africa'sdevelopment:	
1. What is the future? 2. How can challenges be overcome? 3. How should things be done differently? 4. How can RBA reorient its efforts to support the Strategic Offer?	Regional Integration/ Labour: Priscilla Twumasi-Baffour NRM/Energy: Yao Graham 4th Industrial Revolution: Philip Thigo Governance: Augustin Kwasi Fosu
Q&A and Plenary Discussion	Chair: Raymond Gilpin

Priscilla Twumasi - Baffour

Yao Graham

Philip Thigo

Augustin Kwasi Fosu

PANEL OF EXPERTS ON THE FUTURE OF DEVELOPMENT IN AFRICA

The third series of reflections engaged external experts to explore the future of development in Africa in relation by interrogating 5 strategic impact areas: regional integration and labour, governance, natural resource management/ energy and the Fourth Industrial revolution (4IR). The RBA position paper and highlights of the e-discussions were shared prior to the meeting, to enable the presenters to strategically frame their presentations (3-4 slides) /remarks. This was followed by a more extensive question and answer session with all the panellists, facilitated by the Chair Raymond Gilpin.

DR PRISCILLA TWUMASI-BAFFOUR: REGIONAL INTEGRATION AND LABOUR

Most African countries are members of one or two regional grouping, with many in the southern part of Africa. This overlapping of regional economic groupings are challenges by themselves. Africa has a lot of landlock countries, which depend on other countries for international trade. Hence, integration is critical for development. Also, the notion of globalization, people are moving from one economic area to the other. Therefore, labour movement is key.

Regional integration in Africa has moved from goods to cover people along the phases of regional integration stages. An example is removal of visas for ECOWAS member states. African countries have a high level of unemployment and regional integration could play a significant role in addressing the problem. Standard structural economic transformation (from agriculture to industry and to services) does not seem to be working in Africa as people are moving directly from agriculture in rural areas to services in urban areas, which is not necessarily labor intensive like manufacturing. . Labour-saving/capital-intensive technology may not be appropriate for Africa since Africa has an abundance of labour.

Youth unemployment is both one of the world's greatest challenges as well as one of its greatest economic opportunities. Nowhere is the youth bulge and job creation challenge more acute than in Africa. 70 percent of Africa's population is under 30 years of age. How the continent harnesses this demographic dividend is critical in the future. Estimates show that, policymakers in Africa need to create at least 10-12 million new formal sector jobs every year to employ the young people entering the labor market. The key is to hasten the protocols on free movement within RECs to integrate labour markets to tap the human capital resources within the RECs.

Strict import-substitution does not work today. This is because it is difficult to enforce it in

today's world. However, some inward-looking policies are good for a country. Africa should harness the opportunities in integration to deliver prosperity but not a one-size fits all prescription. Africa needs to build capacity and the structural transformation necessary to be competitive globally. The future of Africa requires governments to move from simple liberalization schemes to a regional outline of the policy and institutional framework for actual capacity creation aimed at enhancing intra-Africa trade and further progress on regional integration.

Concrete steps towards addressing the challenge of diversification and export supply constraints that limit competitiveness must be taken. Leaders must show commitment in reducing non-tariff barriers. Given the geographical proximity, economic size and cultural affinity of African countries, enormous potential exist for intra-Africa trade, if countries see the overarching benefits of integration and work towards well- functioning regional integration as happening elsewhere. The continent will be competitive both internally and externally to grow and deliver productive jobs to its citizens.

PROFESSOR YAO GRAHAM: NATURAL RESOURCE MANAGEMENT/ENERGY

Better Productive activities in Africa's economies and the livelihoods of most of the population are dominated by the direct exploitation/utilisation of natural resources – land and water for agriculture, forests for wood and nonwood forest products and mining (minerals, oil and gas). Africa, the world's second-largest continent, holds a huge proportion of the world's natural resources, both renewable and non-renewable. This includes 65 per cent of the world's arable land, the second largest tropical forest in the world and 10 per cent of internal renewable freshwater sources. Even though Africa is geologically underexplored it is known to have about 30 per cent of the world's mineral reserves, 8 per cent of the world's natural gas reserves, 12 per cent of its oil reserves, 40 per cent of its gold, and 80–90 per cent of its chromium and platinum. The largest cobalt, diamond, platinum and uranium reserves in the world are in Africa. The African fisheries sector is estimated to be worth $24 billion a year.

Africa's export trade and its revenues are dominated by a small basket of agricultural and mineral primary commodities and the demand and price volatilities of these products have important implications for the political economy of most African countries. In 2012, natural resources accounted for 77 per cent of total exports and 42 per cent of Government revenue. Minerals, oil and gas accounted for 28 per cent of the continent's gross domestic product (GDP) in 2012. Despite the material poverty of the overwhelming numbers of its one billion people, Africa's natural resources form an important part of global production and consumption.

The roots of present day concerns for the development governance of Africa's natural resources are to be found in the vision of a new economy and society that animated the anti-colonial movements across Africa in the middle of the last century. The pioneering generation of post- colonial governments had a strong concern about overcoming the limitations placed on Africa's development by the colonial bequest of national economies structurally dominated by the extraction/ production and export of a narrow basket of raw agricultural and mineral commodities. Domestically steps

were taken to assert control over and improve the governance of natural, especially minerals, resources. These were backed by the push in international fora, especially the United Nations, for the reform of the global economic order and its governance exemplified by the adoption of resolutions on 'the right to development' and 'permanent sovereignty over natural resources', calls for international measures to curb the volatility of commodity prices and more fundamentally for a new international economic order. This went hand in hand with the clear recognition that the optimal contribution of Africa's natural resources to the material upliftment of its peoples required the structural transformation and integration of the continent's economies with industrialisation as a pillar. These concerns and aspirations were expressed in African common positions on transformation and development, notably the Lagos Plan of Action (1980) and the AAF-SAP (1989).

The African Mining Vision: Features and Implementation

The term Africa Mining Vision (AMV) is increasingly used in two senses. Strictly speaking the term refers to the Vision document which was adopted by Heads of State at an African Union Summit in February 2009. The AMV represents a substantial step in the creation of a new development approach to mineral governance in Africa. Being an African owned initiative gives it considerable legitimacy compared to other frameworks being advocated for on the continent. It has strong participatory features which could help transform the authoritarian policy making culture on the continent. There are many other positive features. However, the implementation of the AMV faces a number of challenges.

After more than 30 years of neglect, the AMV has firmly put industrialisation and its associated policies back on the African development agenda. The critical issue of economic diversification through the building of linkages has several dimensions. These include building linkages based on existing export minerals, upscaling local enterprise development, both public as well as private and exploiting neglected minerals to serve domestic and regional markets, hitherto fed by imports. The AMV's diversification objectives highlight the need to pay attention to minerals which are important for domestic and regional markets as opposed to the traditional focus on production for international export markets. For example, the booming construction industry across Africa has a substantial mineral based import content which with planning and investment could be met from within the continent. The impact of diversification and the building of linkages will be limited without attention to the development of domestic (public and private) enterprises. Foreign companies are focused on maximising the returns from their global operations and therefore will contribute only so much to retaining value in host countries and the overall development and transformation of those economies. One of the most striking features of most African mineral sectors is the marginal role of local private firms and the virtual absence of the state from productive activity. Lessons from around the world, e.g. Chile, Morocco and many other countries, such as Norway and China show that state owned firms can play a major and positive role in the building of mining linkages and encouraging diversification.

The AMV policy framework represents a new developmental approach to natural resources governance in Africa. The initiation of CMVs in 24 African countries, albeit of a patchy and uneven nature, constitutes important steps as

is the adoption of an AMV compliant ECOWAS Mineral Development Policy and the ongoing development of a SADC Regional Mining Vision. The AMV represents an opportunity for state-society cooperation on an important African development issue in a manner that radically breaks with the authoritarian practice in most countries. In February 2016, the AU Commission launched the AMV Compact in a bid to underline the role of private firms in the realisation of the AMV. Compared to the private sector, African CSOs and trade unions have been involved with the AMV from the very beginning, inadequately at the start, but in a steadily increasing and varied manner. This work has involved outreach to improve citizens awareness about the AMV agenda and their participation in its policy making processes; to highlight the strategic importance of the AMV for Africa's development agenda.

CSOs have been the main vectors for building the awareness and knowledge of African citizens about the AMV policy framework and an increasing number of them see the AMV as legitimising many of the demands they have been making for changes in public policy and the practices of mining companies. In September 2016, the AMDC convened a conference of CSOs from across Africa to define a framework of partnership between the AMDC and CSOs for the realisation of the AMV. An important aspect of the meeting was the fact that a broad spectrum of CSOs, with different thematic entry points and development policy focus took part in the meeting.

PHILIP THIGO: 4TH INDUSTRIAL REVOLUTION.

Previous industrial revolutions liberated humankind from animal power, made mass production possible and brought digital capabilities to billions of people. This Fourth Industrial Revolution is characterized by a range of new technologies that are fusing the physical, digital and biological worlds.

Industrial revolution number	Characteristic
1st Industrial revolution	Mechanization, steam and water power
2nd Industrial revolution	Mass production and electricity
3rd Industrial revolution	Electronic, IT system and automation
4th Industrial revolution	Cyber physical systems

The Fourth Industrial Revolution (4IR) is profoundly changing how we live, work, and communicate. It is reshaping government, education, healthcare, and commerce—almost every aspect of life. The rapid pace of change and the disruptive nature technologies are creating challenges as well as opportunities to improve the lives of peoples in the Continent.

The Fourth Industrial Revolution has been described as the fourth major industrial era since the initial Industrial Revolution of the 18th century, in which new technologies are fusing the physical, digital and biological worlds, and impacting all disciplines, economies, and industries (MCGINNIS, 2019). Key technology platforms include artificial intelligence (AI), robotics, the Internet of Things, autonomous vehicles, additive manufacturing (also known as 3D printing), quantum computing and nanotechnology, amongst others. The Fourth Industrial Revolution builds on the Digital Revolution, representing new ways in which technology

becomes embedded within societies and the human body. The 4IR is significant, imminent, and global.

In all previous revolutions powered by STEAM, ELECTRICITY, or Information and Communication Technologies (ICT), the African Continent has often been unable to adequately respond and harness their potential for development and inclusive growth. These previous revolutions were resource-intensive, requiring sustained investments in specialized industries, knowledge, infrastructure, and mass production capabilities. While the Fourth Industrial Revolution builds on the last three, it offers a unique opportunity for countries in Africa to leap-frog substantial capital investments, rapidly acquire knowledge, and deploy smart solutions to tackle age-old problems. Being prepared for the 4IR means that we need to position institutions in a way that they can harness these technologies for the benefit of human wellbeing, and in support of national and regional social and economic objectives.

There is an emerging consensus that digital technologies are enabling unprecedented advancements in societal transformation and also accentuating already existing digital divide, creating new threats to the very fabric of democracy and sustainable development. These technological changes are also driving geopolitical change as they are essential to the future of power, and in some cases, pose existential risks to humanity. For example, artificial intelligence (driven by machine learning technologies) is being used by geopolitical actors to gain power in the military, intelligence, economic, and public sphere arenas.

The benefits and opportunities created by technology flow disproportionately to early adopters and countries with robust digital infrastructure and will impact the future of power. These advancements ushered in by emerging technologies must be mediated to benefit everyone, with deliberate inclusion of those who are often in the margins of development progress: women, youth, minorities. In his book on The Fourth Industrial Revolution, Professor Klaus Schwab, founder and executive chairman of the World Economic Forum recognizes that *"The changes accelerated by the 4th Industrial Revolution are so profound that, from the perspective of human history, there has never been a time of greater promise or potential peril. **Decision-makers** face the challenge of traditional, linear (and non-disruptive) thinking or too absorbed by immediate concerns to think strategically about the forces of disruption and innovation shaping our future (Schwab, 2019)."*

This linearity means that the sector or silo approach to solving human developmental challenges requires a different approach, one that is tempered by deliberate collaboration and co-creation between the private sector, governments, civil society, and citizens. The recently published UN High Level Report on Digital Cooperation however notes that *"mechanisms for cooperation and governance of technological landscape have failed to keep pace. Divergent approaches and ad hoc responses threaten to fragment the interconnectedness that defines the digital age, leading to competing standards and approaches, lessening trust, and discouraging cooperation."*

Africa's ability to harness these capabilities requires a whole of society approach and leadership to leverage on Science, Technology, and Innovation. This involves collaboration between state and non-state policymakers, as institutions and individuals, to be agile,

adaptive, and prepared to respond to the positive and negative effects of the technologically driven disruption of critical economic, political and social sectors.

A quick analysis shows a widening of knowledge and awareness gap among state and non-state policymakers of digital and non-digital technology and digitization and its disruptive impact, and therefore the lack of progressive policy and action. It is thus critical that deliberate strategic measures are undertaken to prepare the continent for impending disruptions. For example, building innovation capability, developing policy and agile governance frameworks to establish legislation and regulations, joining-up multilateral and international agreements, and debating the ethics for emerging technologies.

What are the potential programme entry points and opportunities for UNDP and what are the partnerships that UNDP needs to establish?

An opportunity exists to design a regional programme called "Africa Leading The Fourth Industrial Revolution ##AfricaLeading4IR." This programm would seeks to **convene, connect, and catalyze actions** that promote responsible access, adoption, and use 4IR technologies towards Africa's socio-economic transformation. It would require new partnerships comprising of:

High-Level Visionaries: comprised of high-level champions from the private sector, academia, and government.

4IR Reference Group: consist of thought leaders and practice leads in the 4th Industrial Revolution

Multi-stakeholder task-teams and collaborations with existing ecosystems for example UNDP Sahel and Border Labs, UNDPAcceleratorLabs, (World Economic Forum- Global Future Council on Global Public Goods for the 4th Industrial Revolution, Affiliate Centre for the 4th Industrial Revolution-South Africa, Africa Business Council), Global Partnerships on (Effective Financing for Development, Sustainable Development Data, Education), AUDA/NEPAD High Level Panel on Emerging Technologies, National Committee/Taskforces on AI, BlockChain and 4th Industrial Revolution Technologies (Kenya, Uganda & South Africa.

PROFESSOR AUGUSTIN KWASI FOSU: GOVERNANCE

Governance has long been suspected as a major impediment to African economic development. This suspicion came to the fore in the late 1970s when African economies suffered major setbacks during post-independence. In a 1981 report, commissioned by the Bretton Woods Institutions (BWIs), "Accelerated Development in Sub-Saharan Africa: An Agenda for Action": the "Berg Report" (World Bank, 1981), poor governance was highlighted as a major culprit responsible for Africa's poor state of economic health. The proposed solutions included: market liberalization, anti inflationary macroeconomic stabilization, and other market-based and private sector driven policies.

The report additionally suggested the following reforms: strict debt management; effective control of budget deficits; massive privatization of state-owned enterprises; and curtailment of government spending, including severely limiting government subsidies for consumption goods and social services. Particularly salient among the proposed policies were currency devaluation

and trade liberalization intended to achieve an economically healthy and stable external balance. These proposed reforms refer to 'economic governance'. Subsequently, a number of African countries undertook political reforms, partially in support of the above economic policies, and also in response to donors' demands for such reforms in exchange for external aid. These reforms refer to 'political governance'.

The importance of governance has also been highlighted in a subsequent study by the African Economic Research Consortium (AERC), "Explaining African Economic Growth" (the Growth Project). This project put governance at the core of the growth record of sub-Saharan Africa (SSA), concluding that poor governance led to growth inhibiting 'policy syndromes' while improved governance resulted in greater prevalence of growth-enhancing 'syndrome-free' regimes. And, in a more recent study, 'governance' was highlighted as a most prominent basis for the achievement of economic successes in the developing world generally, and in selected African countries: in particular, Botswana, Ghana, Mauritius and South Africa.

Have the above reforms improved both economic and political governance in Africa? What have been their development consequences? What is the nature the governance challenge currently? And, what are the implications for the future?

Many experts agree that Africa appears to have turned the corner on its economic and development outcomes. This record is, furthermore, supportable by the accompanying improvements in governance. But are the current trends durable? As more and more African countries have become relatively democratic within the multiparty framework, an important challenge has arisen: will the political outcome be consistent with the desired economic outcome? First, while politically accountable governments can lead to improved economic outcomes, they are unlikely to adopt economically desirable policies that are unpopular with the populace. Unfortunately, such governments also tend to increase the risk of political disorder in Africa, which may in turn be growth-inhibiting. Thus, recent attempts by African countries to adopt more democratic governments may not lead to the expected improved growth and development outcomes unless successful attempts at minimising political disorder can be achieved.

Also, the existence of ethnically based interest groups is likely to result in sub-optimal provision of public goods. Therefore it is important to revisit the issue of the desirability of multiparty democracy in an ethnically polarized society.

Indeed, certain authors view ethnicity as a major culprit for the dismal growth performance in African countries. Thus, the role of governance becomes critical. 'Good' governance might be an appropriate mechanism for resolving ethnic conflicts. The key challenge then is how to attain such governance. measure of institutional quality, which combines: (a) freedom from government repudiation of contracts, (b) freedom from expropriation, (c) rule of law and (d) bureaucratic quality. While this measure is comprehensive and is found to be effective in attenuating ethnic conflicts, attaining a regime that appropriately reflects all these components is indeed a tall order.

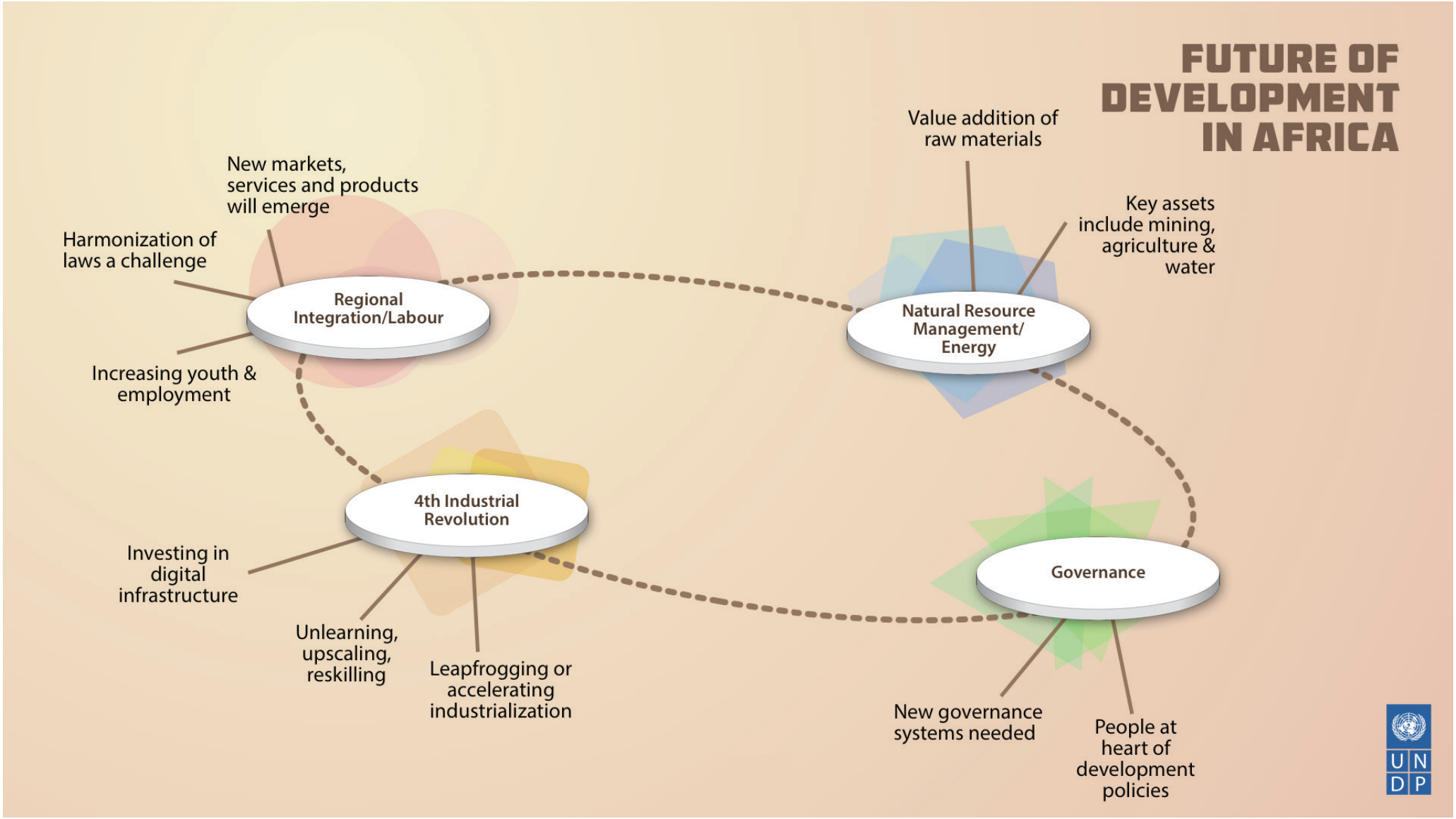
Nor is ethnicity the only challenge? In an environment with heterogeneous geographically based interest groups, 'free' local public goods are very

attractive to local constituents and, therefore, to politicians who wish to win national elections.

Given a government budget constraint, however, such local public goods (e.g., local level schools, clinics, roads, etc.) might be provided at the expense of national ones (e.g., national-level schools, roads, railways, etc.), which could nonetheless be relatively productive. Such a strategy maximizes the probability of a given political party winning the presidency nationally. Apparently, with strong local affiliation and affinity, voters tend to value local public goods relatively more than national ones. Cumulatively, however, there is the tendency for such local-based provision to lead to a sub-optimal supply: a higher quantity but lower quality of the public good, while exacerbating the fiscal condition of the economy. Thus, in my view, such a politico-economic disequilibrium, in a more general context, is a key challenge that development stakeholders need to grapple with, as African countries continue their march toward improved growth and development. A critical risk is that the potential adverse implications, including likely mismanagement of the economy and political disorder, in such disequilibrium might lead to backtracking by African countries in the thrust toward democratic dispensation. Achieving 'advanced-level' democracy resulting from deeper democratic consolidation might help to resolve this challenge. But would it, and how?

QUESTION & ANSWER SESSION

- *How can emerging technology be used as a propeller for the development of the young people?* **Answer:** The 4th industrial revolution is critical for innovation and quality improvement
- *How regional integration is possible when we mainly produce raw materials for external markets?* **Answer:** Harness the opportunity that exit to create value chain for our products and trade among ourselves and the rest of the world.
- *Countries are closing on regional integration due to low levels of manufacturing to ensure protectionism.* **Answer:** Strict protectionism is not an option now due to globalization and e-commerce. Therefore, enforce rules and equip institutions to do so.
- *Does UNDP have comparative advantage to address regional integration?* **Answer:** It is not about regional integration per se but the broader development impact and SDGs implementation. This is within our integrator role of UNDP. We therefore need partnerships with other agencies.


FUTURE OF DEVELOPMENT IN AFRICA
Value addition of raw materials
New markets, services and products will emerge
Key assets include mining, agriculture & water
Harmonization of laws a challenge
Regional Integration/Labour
Natural Resource Management/ Energy
Increasing youth & employment
4th Industrial Revolution
Governance
Investing in digital infrastructure
Unlearning, upscaling, reskilling
Leapfrogging or accelerating industrialization
New governance systems needed
People at heart of development policies
UNDP

Questions for Unpacking

***Answer:** In your opinion, what should the **New Strategic Offer** in your country be?*

CLUSTERMEETINGS

AFRICA'S MONEY FOR AFRICA'S DEVELOPMENT: A FUTURE BEYOND AID

SEGMENT TWO

AGENDA ITEM	PRESENTER
Brief remarks	Chair: Amata Diabate
SDG Finance Hub UNCDF	Marcos Neto Xavier Michon
LDC Graduation	Ayodele Odusola
Closing remarks	Amata Diabate

Amata Diabate

Marcos Neto

Xavier Michon

Ayodele Odusola

AFRICA'S MONEY FOR AFRICA'S DEVELOPMENT: A FUTURE BEYOND AID

This session looked more deeply into the opportunities and mechanisms for financing Africa's transformation agenda including enhanced domestic resource mobilization, promoting effective resource utilization and sustainable transition for LDCs and LDC/MIC graduation. The session will also included discussions about UNDP's entry points on financing of Africa's transformation agenda, what is working, what could be done differently and what new areas require capacity development.

The following question were suggested as areas for presenters to discuss experiences, best practices, solutions and opportunities:

- What integrated financing is, whether it is the magic bullet for financing Africa's transformation and what role UNDP can play?
- Can Africa do without aid or is there a case for a mix?
- Explain the transition to middle-income countries and share experiences on whether countries have managed to transition smoothly in the context of Africa's transformation. What can UNDP offer in ensuring that these transitions are sustained?

More countries are transitioning to middle income status and that is believed to be straining nations, causing them to face significant challenges with sustaining development gains. Is there truth in this? What are some of the experiences and how can countries manage and sustain these transitions?

These presentations were followed by table discussions on UNDP's experiences on the subject: What Works, What Could Be Done Differently and the areas for Capacity Development.

KEY MESSAGES

Political Economy of SDG Financing

- The burden of SDG finance is more on low income countries. The total investment needs of low income countries are huge relative to the size of their economies
- SDG implementation is not technocratic involves managing power relations. SDG financing is a means to an end. There is need to link SDG financing to key and concrete results, for instance linking budgets to development plans
- The average SDGs spending per capita is inversely related to countries' economic capacity . Per capita SDG financing is about 453 USD per person as opposed to 315 USD in middle income countries.
- It is important to note where the sources of financing for SDG implementation are coming from. Debt to GDP levels have to be monitored and kept within an acceptable threshold.
- The private sector is another source of funding, with options to build, own, transfer - build, operate and manage - or build, operate and transfer (PPP).
- There is a funding mismatch. Short-term private sector funds are usually short-term, while SDG implementation is long-term.
- Inflow of FDI in Africa has the highest rate of return. Private sector can play a big role in SDG Financing
- Every SDG is a business development

opportunity in Africa.

- Rapid inclusive economic growth, addressing inequality and exclusion.
- Address the development financing paradox.

UNDP entry points

There is a need to promote the fiscal diamond approach to financing SDGs focusing on the following areas:

- Prioritization of relevant projects to enhance impact and generate multiplier effects
- Fight wastage: corruption, IFFs, moonlighting;
- Domestic Resource Mobilization. Enhance the capacities of revenue authorities, as opposed to external resource mobilization;
- Private sector financing-diaspora bonds, PPPs, FDI. Ensuring that private sector financing address longer development challenges
- External financing and managing debt sustainability;
- Managing globalization-the fourth industrial revolution
- Addressing spill-over effects, e.g. exportation of water from Africa

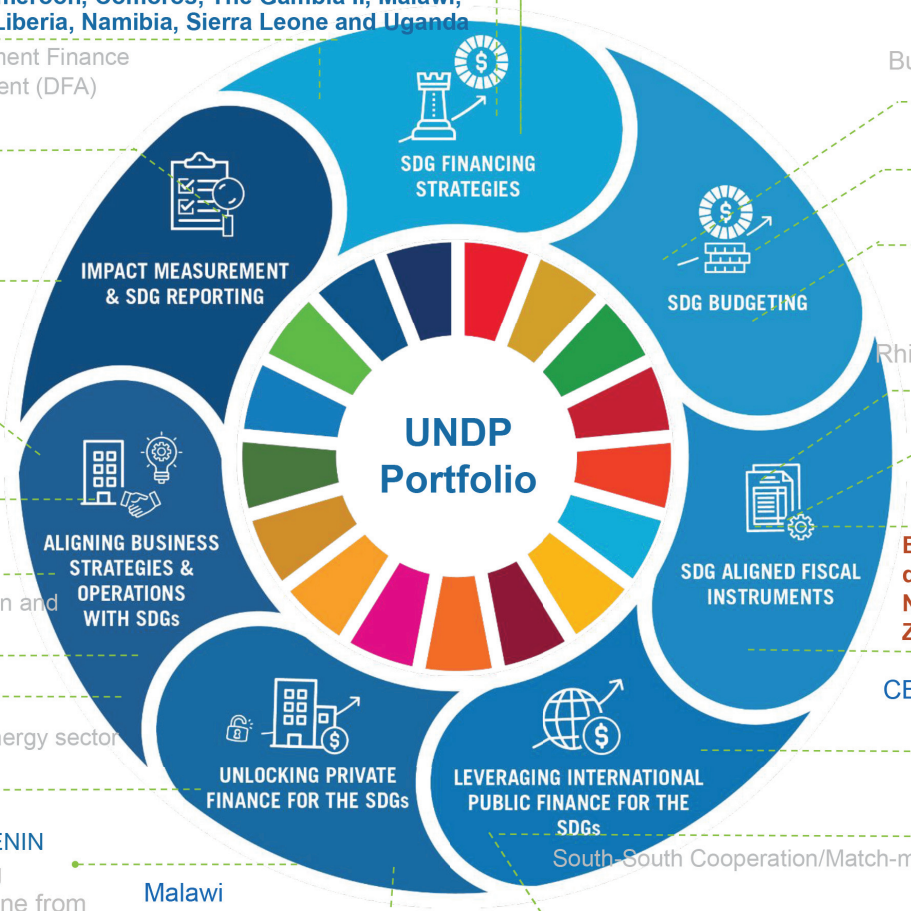
SDG financing

UNDP has a framework that brings together its engagement on SDG financing in Africa. It has over 27 financing offers in Africa. The portfolio includes:

- SDG financing strategies (DFA, INFFs), SDG budgeting, SDG alignment to fiscal instruments,
- leveraging international public finance for SDGs,
- Unlocking private sector finance for SDGs,
- Aligning business strategies and operations to SDGs,
- SDG investment mapping
- There is a need to unlock private finance-domestic and international sources of financing
- Refine the network of economists to support SDG financing
- The financing offer is here from the GPN and BERA, working closely with UNCDF.

Partnership between UNDP and UNCDF: There is need for an engagement strategy between UNDP and UNCDF to enable SMEs to access finance to support SDG implementation. There is need for an engagement strategy between UNDP and UNCDF to enable SMEs to access finance to support SDG implementation

Quick Overview of UNDP Financing Offer



Integrated Financing Frameworks (INFF)

Burkina Faso, Cabo Verde, Cameroon, Ghana, Ivory Coast, Kenya, Namibia, Nigeria, Rwanda, Senegal, South Africa, Uganda

Rwanda, Botswana, Zambia, South Africa, Uganda, Seychelles, Mozambique, Malawi, Tanzania and Madagascar

BIOFIN

Benin, Cameroon, Comoros, The Gambia II, Malawi, Lesotho, Liberia, Namibia, Sierra Leone and Uganda

Development Finance Assessment (DFA)

Budgeting the SDGs through the COA Ghana

Le Pole de Dakar: Chaine PBBSE

WCA

Malawi

SDG Audit

NIGERIA & SOUTH AFRICA

SDG Impact

KENYA & 30 Countries

Business Call to Action

SEYCHELLES

Protected Areas Finance Project

Rhino Impact Investment Project /Green Bond Southern Africa

Blue Bond/Tobacco Bond

Seychelles, Zambia

KENYA & COTE D'IVOIRE

Agribusiness Supplier Development Programme

Tax Inspectors without Borders

TANZANIA

Strengthening climate information and early warning systems

Botswana, Burkina Faso, Cameroon, Chad, Cote d'Ivoire, Eswatini, Ethiopia, Kenya, Lesotho, Liberia Namibia, Nigeria, Congo, Rwanda, Uganda, Zambia, Zimbabwe

RWANDA

YouthConnekt

Le Pole de Dakar

CEMAC – Regional Harmonization/Double taxation

BENIN

Strengthening the resilience of the energy sector

Solar for Health Initiative Zimbabwe, Zambia

GHANA

Waste Recovery Innovation Challlenge

BENIN

Financing Biomethane from agri-waste

South-South Cooperation/Match-making events

Cape Verde, Rwanda, Mauritius, Uganda, Ethiopia, Cote d' Ivoire

Malawi

Malawi Challenge Fund

Ghana, Zambia, Malawi

Triangular Cooperation Project: UNDP China

TABLE DISCUSSIONS ON EXPERIENCES - WHAT WORKS, WHAT COULD BE DONE DIFFERENTLY, AREAS FOR CAPACITY DEVELOPMENT

What works

Mainstreaming of SDGs in national and local development plans. This is a sustainable approach to ensure the SDGs are funded in budgets

- UNDP supporting countries to attract financing for development plan implementation
- Strengthening systems of revenue collection and management
- Development Finance Assessments and Integrated National Financing frameworks following recommendations of the DFAs
- De-risking renewable energy investments
- Relationship with governments
- Fiscal space and Domestic Resource Mobilization
- Innovative finance (carbon market)

What should be done differently

- Engaging private equity funds and the private sector
- Prioritization of what we do
- Focus on localization
- Investor round tables
- Addressing capacity gaps by engaging more in the policy space.
- Whole of government approach
- Move from programmatic work to scaling up
- Build relationship with the IFIs, and with UNCDF
- Connecting to diaspora capital
- Engage the media
- Infrastructure projects --- diaspora funding

Areas of Capacity Building

- Support Government coordination and alignment
- Work with Government to support alignment of organisations and partners to align to the national priorities
- Financial and digital literacy in UNDP
- Resource mobilization
- Strengthen data management
- Capacity building at local levels
- Build capacity of the media on SDGs issues

Areas of Engagement Examples from Africa

SDG Impact

Working with Nigeria and South Africa to deliver the SDG Investor Map

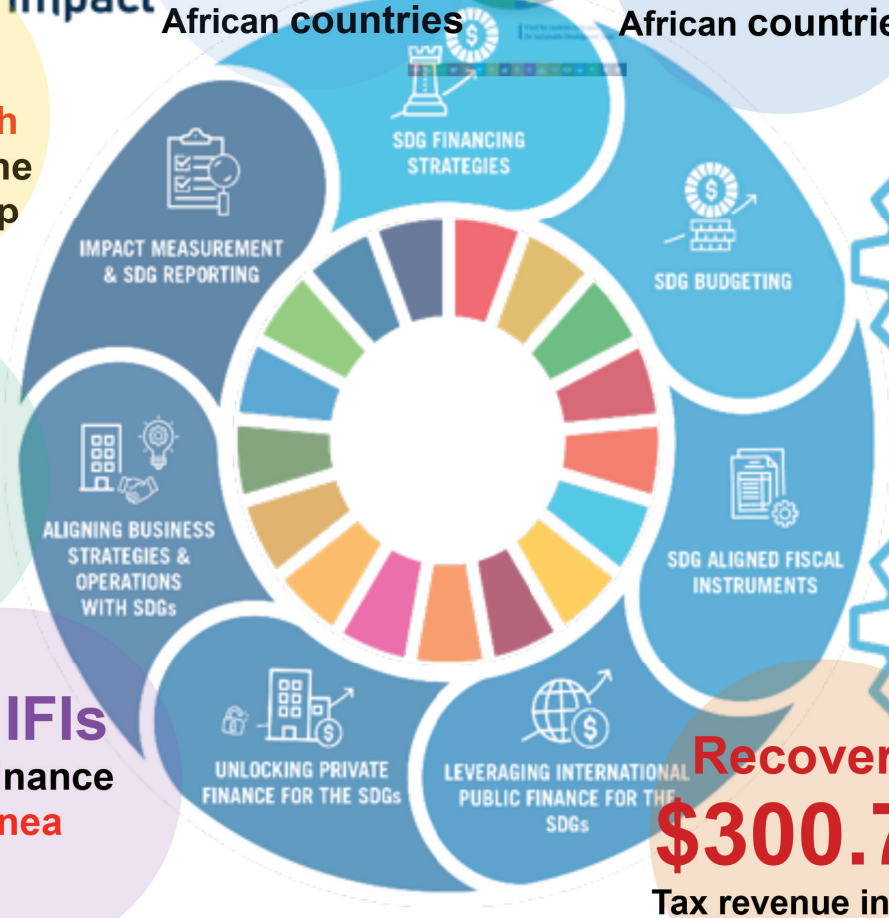
DFAs in **18** African countries

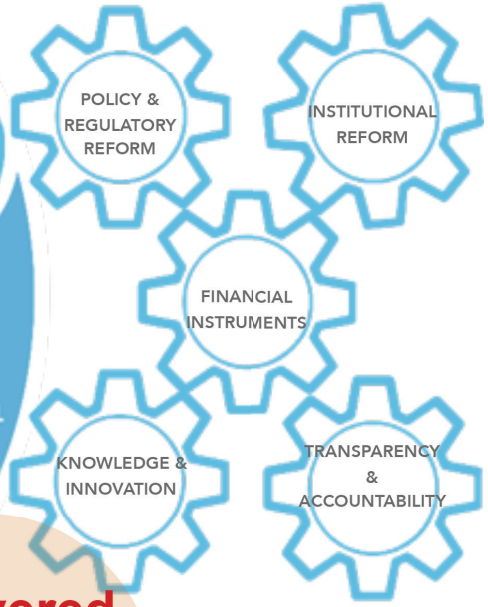
INFFs in **12** African countries

30 African countries with BCtA IB initiatives

46 African member companies

$387m from IFIs in 2018, including finance to Niger and Guinea Bissau





Recovered **$300.7m** Tax revenue in Africa

TAX INSPECTORS WITHOUT BORDERS

SMEs lifeblood of the African economy – Opportunities

Opportunities

- Estimated population > 1.3 billion people.
  - **Predicted to double** in just over 25 years.
  - With more than **60% of population** in many countries below the age of 25.
- Population has a growing need for the services, jobs and economic growth provided by locally based SMEs.

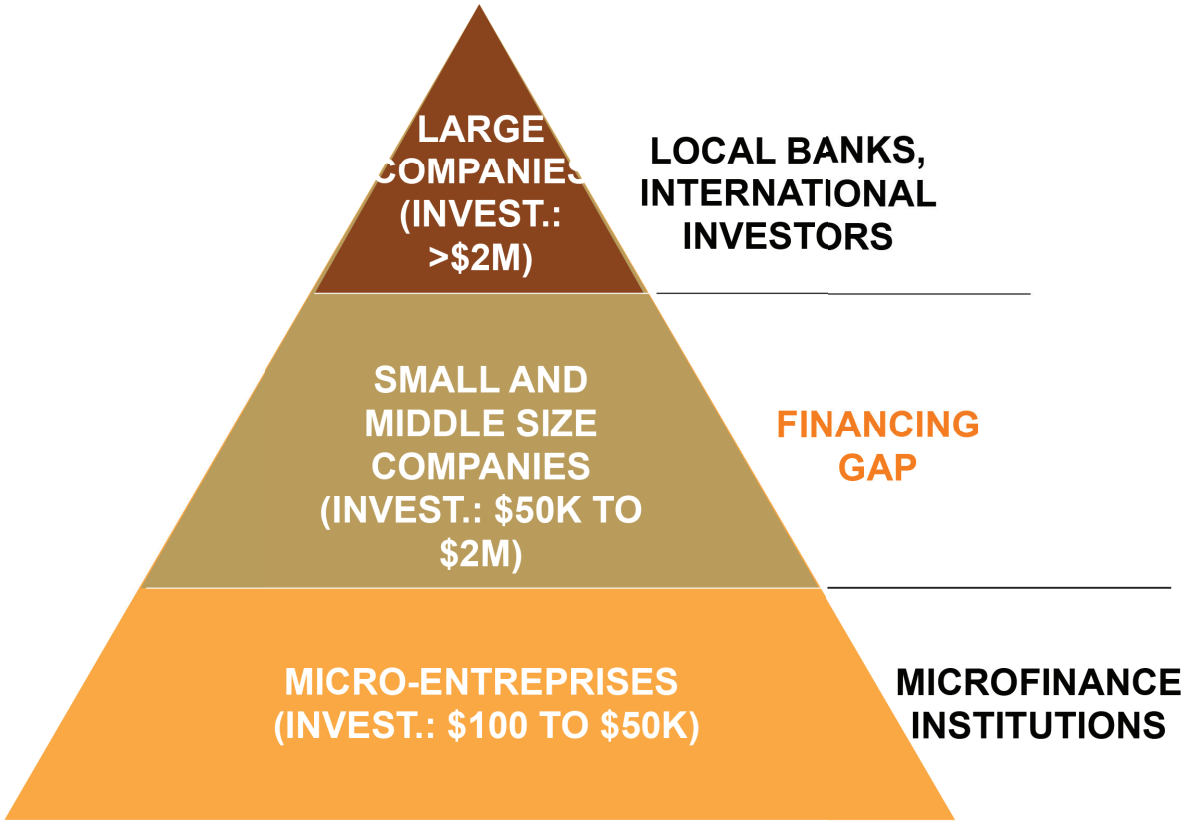
- **Unprecedented market potential + significant development opportunity.**

- **90%** of privately-owned African companies.
- **33%** of the continent's GDP.
- **70%** of total workforce.
- Account for **45%** of new jobs.
- Contribute to supply and production **value chains**.
- **Diversify** African economy and kickstart **industrialization**.

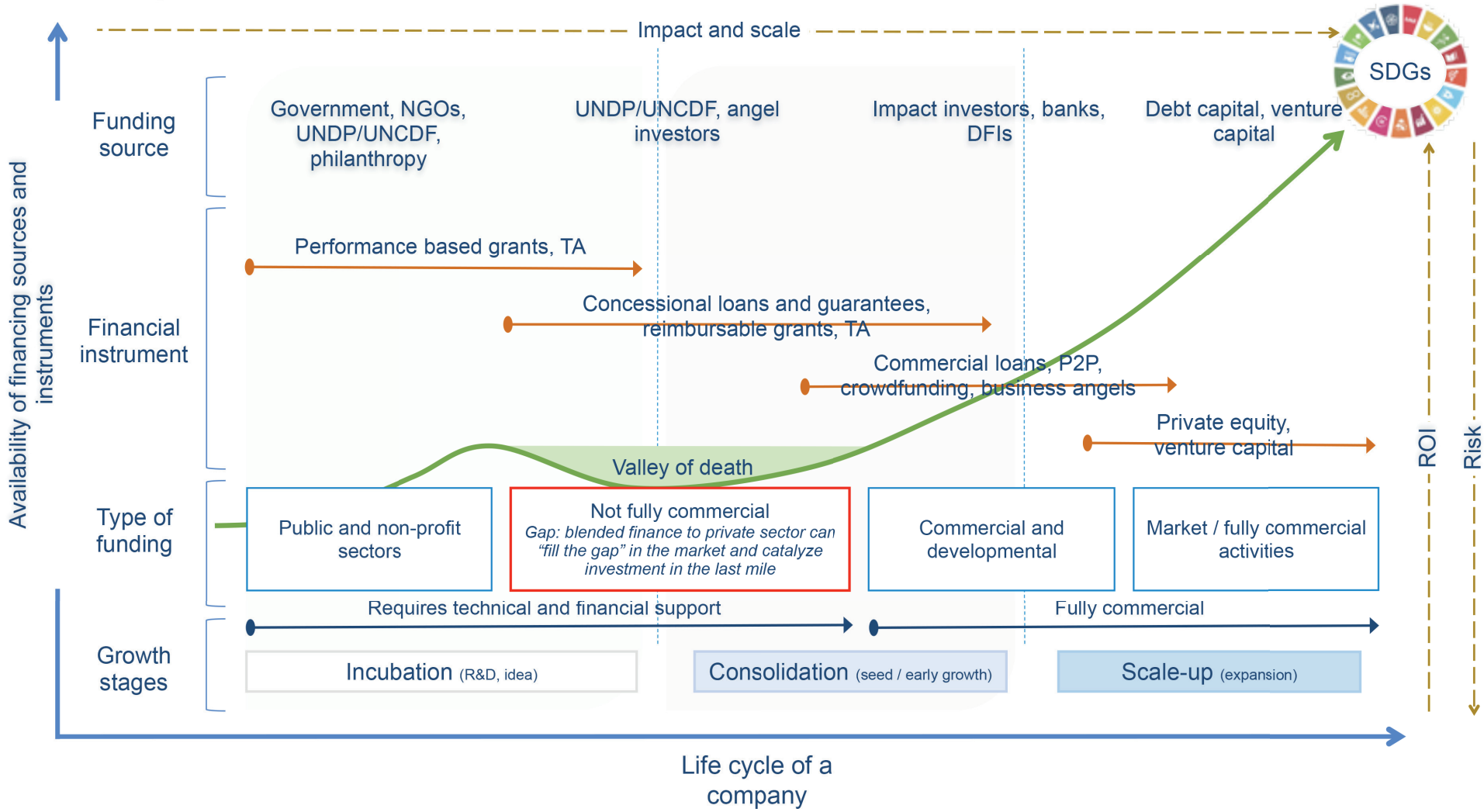
SMEs lifeblood of the African economy – Challenges

Challenges

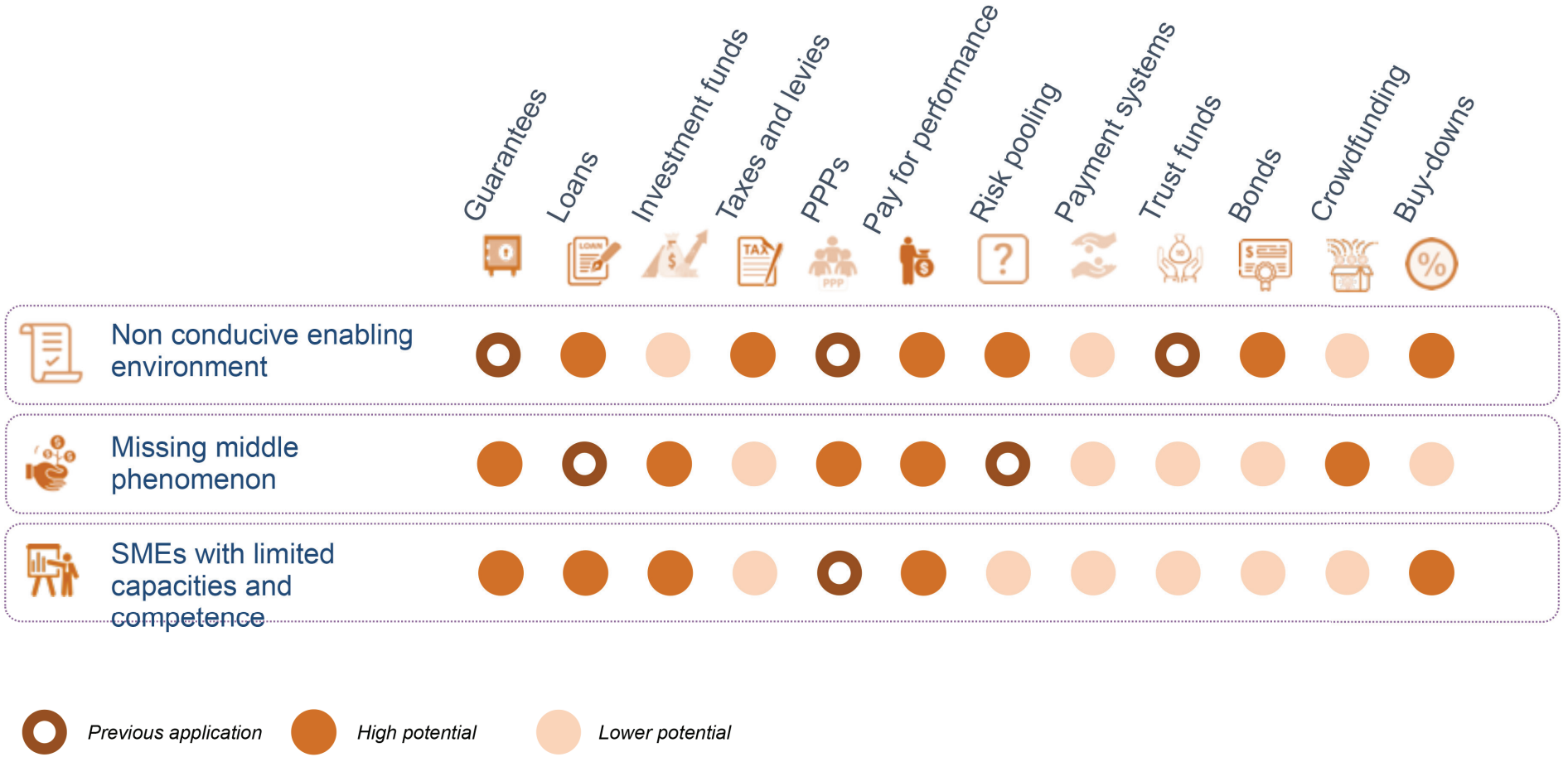
- **Inadequate access to finance** for **SMEs** is still the no.1 constraint for its development.
  - **Only one in five (1/5)** of SMEs in the region has a loan or line of credit (phenomenon of the "**missing middle**").
  - Many banks, investors and international partners tend to prefer **larger tickets**, rather than rolling out a **high volume** of **smaller deals**.

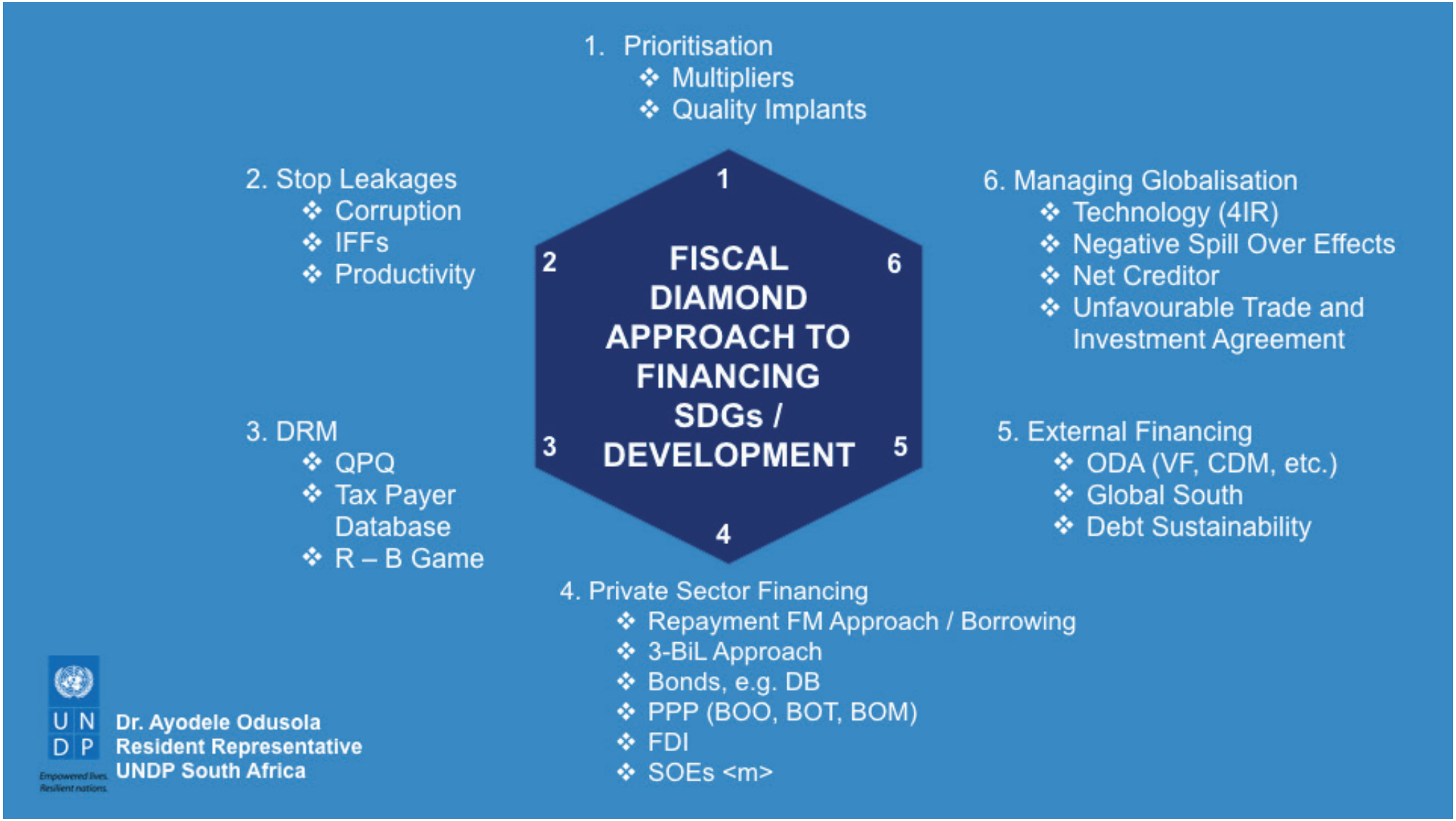


Unleashing the potential of the African SME sector – Our positioning?



Mapping and prioritization of financing tools




1. Prioritisation
❖ Multipliers
❖ Quality Implants
2. Stop Leakages
❖ Corruption
❖ IFFs
❖ Productivity
FISCAL DIAMOND APPROACH TO FINANCING SDGs / DEVELOPMENT
1
2
3
4
5
6
6. Managing Globalisation
❖ Technology (4IR)
❖ Negative Spill Over Effects
❖ Net Creditor
❖ Unfavourable Trade and Investment Agreement
3. DRM
❖ QPQ
❖ Tax Payer Database
❖ R – B Game
5. External Financing
❖ ODA (VF, CDM, etc.)
❖ Global South
❖ Debt Sustainability
4. Private Sector Financing
❖ Repayment FM Approach / Borrowing
❖ 3-BiL Approach
❖ Bonds, e.g. DB
❖ PPP (BOO, BOT, BOM)
❖ FDI
❖ SOEs <m>
U N D P
Empowered lives. Resilient nations.
Dr. Ayodele Odusola
Resident Representative
UNDP South Africa

A FUTURE BEYOND AID

Inclusion
Financing must address issues of inequality and enhance diversity

The Development Diamond
Prioritization, eliminating, IFFs, DRM, Diaspora, managing debt

Implementation
Not technocratic but about managing relationships

Private Finance
Unlock capital by aligning to SDG opportunities

SDG Financing
A means to an end - Not an end.

Partnerships
UNCDF on SME's to reach people

Question for Resourcing

Name three resource areas for financing for Africa's future beyond aid?

CLUSTERMEETINGS

Delegates at the Africa Regional Management Team (RMT) taken on 10th November 2019. Marriott Hotel, Accra, Ghana.

ADVANCING TRANSFORMATIONAL LEADERSHIP
SEGMENT THREE

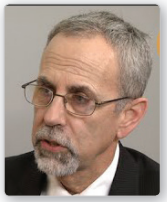
AGENDA ITEM	PRESENTER
Exercise on transformation leadership in the African context	Dr Sheila Ochugboju Michael Onyango
Brief remarks	Chair: Dominic Sam
Presentation on Audit	Helge Ostveitten
Presentation on Ethics	Peter Liria
Presentation on Evaluation	Indran Naidoo
Q&A and Discussion	Dominic Sam

Sheila Ochugboju

Michael Onyango

Dominic Sam

Helge Ostveitten



Peter Liria

Indran Naidoo

ADVANCING TRANSFORMATIONAL LEADERSHIP FOR ACCELERATED IMPLEMENTATION

Objective: To explore the core principles and competencies needed for transformational leadership and how this can be applied to optimize how personal and professional capacities.

This session opened with a discussion led by the two workshop facilitators about the key qualities of transformational leaders and how transformational systems can be designed to ensure visible and sustainable impact from development programmes. This was followed by presentations about the Audit, Ethics and Evaluation functions at UNDP, in response to the following questions:

1. In the context of leveraging UNDP's trust capital to support Africa's transformation and human development, how are countries implementing the various tools at our disposal to enhance performance?
2. How are UNDP country offices positioning in relation to the changing context of Africa's transformation in terms of staffing and country office business models? What does it mean to be 'fit for purpose' in today's UNDP Africa?
3. What needs to change to build stronger offices and establish a culture of ethics and conflict management?

DR SHEILA OCHUGBOJU & MICHAEL ONYANGO: WHAT ARE THE QUALITIES OF A TRANSFORMATIONAL LEADER?

Transformational leadership is a theory of leadership where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group; it is an integral part of the Full Spectrum Transformational Leadership (FSTL) Model. The qualities and key behaviours which distinguish transformational leaders from transactional leaders, enable them to reach people in the heart and minds and also develop systems for them to operate that allow them to realize their personal aspirations alongside organizational goals or missions.

Within the UN systems Transformational Leaders are urgently needed to create a vision for their teams and guide the change through inspiration and motivation. They are excellent role models and their teams emulate many of their actions. They also inspire through activating self efficacy in each member of the team, which to allows them to believe that they can go beyond expectations. This is particularly important now given the challenge of attaining the SDGs within by 2030. Instead of managers who continue to move organizations along historical tracks the new leaders must transform the organizations and head them down new tracks. What is required of this kind of leader is an ability to help the organization develop a vision of what it can be to mobilize the organization, to accept and work toward achieving the new vision and to institutionalize the changes that must last over time (Tichy & Ulrich, 1984). This resurgence of interest in outstanding leadership generated a substantial body of theoretical and empirical investigation of transformational leadership and there are many authors such as Dr Monica Sharma (whose work will be described in detail below) and others, who have theorized that transformational leadership is comprised of four main

components.

Individualized Consideration is the extent to which a leader attends to each team member's needs and is a mentor, coach or guide to colleagues. This leader listens to the concerns and needs of each team member and provides support and is empathic of each person' situation and background. When a leader shows individualized consideration they are also aware of the unique talents that each colleague brings to the workplace and support them in developing and demonstrating these key skills and behaviors. This leads them to aspire to develop further and they show intrinsic motivation when performing their work.

Inspirational Motivation is the degree to which a leader articulates an appealing vision that inspires and motivates others to perform beyond expectations. Leaders who use inspirational motivation have high standards and expectation for their team members. They are optimistic about ttheir abilities to meet goals and they always provide meaning to their colleagues through showing the importance of all duties and responsibilities. In fact, they are able to motivate their colleagues to have a strong sense of purpose so they provide purpose and meaning to drive their group forward. This encourages team members to invest more effort in their tasks and to be optimistic about the future and to invest in their own abilities. Team spirit is usually enhanced by this type of leadership.

Transformational leaders who show **Idealized Influence** are role models for their team members, because they engage in high standards of ethical behavior. Team members identify with these leaders, and want to emulate them. These leaders usually have very high standards of moral and ethical conduct and can be considered to doing the right thing. They are deeply respected by colleagues, who usually place a great deal of trust in them. They provide them with a sense of vision and mission.

Intellectual Stimulation is the extent to which transformational leaders challenge assumptions, take risks and solicit team member's ideas. They recognize colleagues through stimulation, creativity and innovation. The leader support sand collaborates with the colleagues as they try new approaches and develop innovative ways of dealing with organizational issues. The leader encourages team members to think things through on their own and encourages colleagues to think independently so that they become autonomous. Transformational leadership can be found at all levels of management, they value diversity and are positive role models regardless of heirachy and use language that is appropriate for a particular, individual, group, community or context.

These qualities are evident in the three case studies of iconic African leaders described in the following pages:

Transformational Leadership consists of four dimensions

Individualized consideration

...is the extent to which a leader attends to each follower's needs and is a mentor, coach or guide to the follower.

Inspirational motivation

...is the degree to which a leader articulates an appealing vision that inspires and motivates others to perform beyond expectations.

Idealized influence

...describes leaders that are role models for their followers because they engage in high standards of ethical behavior.

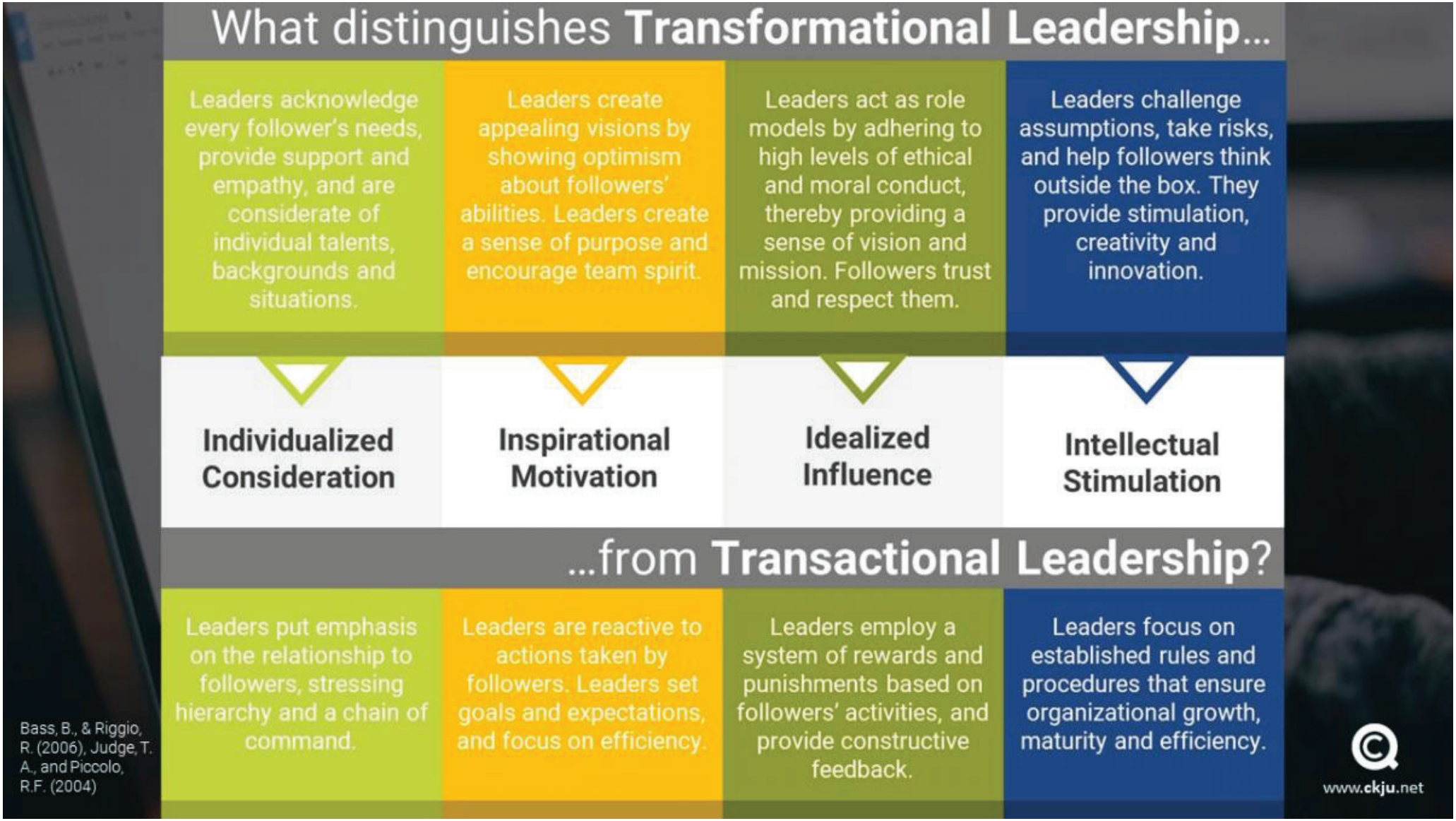
Intellectual stimulation

...is the extent to which leaders challenge assumptions, take risks and solicit followers' ideas.

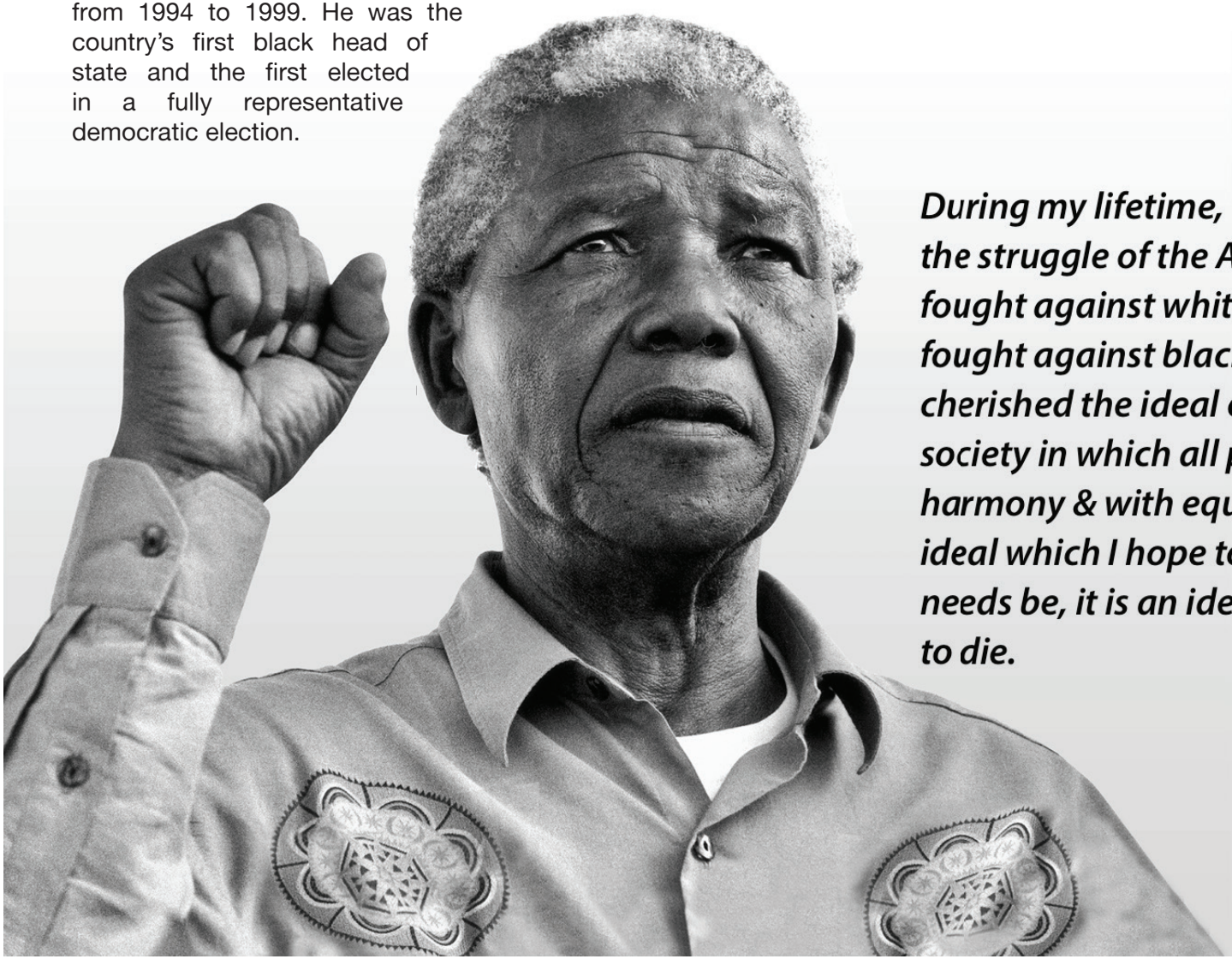
"Transformational Leadership is viewed as a positive force to mobilize organizations so is an important facilitator of organizational change."

Bass & Riggio (2006)

www.ckju.net


What distinguishes Transformational Leadership...
Leaders acknowledge every follower's needs, provide support and empathy, and are considerate of individual talents, backgrounds and situations.
Leaders create appealing visions by showing optimism about followers' abilities. Leaders create a sense of purpose and encourage team spirit.
Leaders act as role models by adhering to high levels of ethical and moral conduct, thereby providing a sense of vision and mission. Followers trust and respect them.
Leaders challenge assumptions, take risks, and help followers think outside the box. They provide stimulation, creativity and innovation.
Individualized Consideration
Inspirational Motivation
Idealized Influence
Intellectual Stimulation
...from Transactional Leadership?
Leaders put emphasis on the relationship to followers, stressing hierarchy and a chain of command.
Leaders are reactive to actions taken by followers. Leaders set goals and expectations, and focus on efficiency.
Leaders employ a system of rewards and punishments based on followers' activities, and provide constructive feedback.
Leaders focus on established rules and procedures that ensure organizational growth, maturity and efficiency.
Bass, B., & Riggio, R. (2006), Judge, T. A., and Piccolo, R.F. (2004)
www.ckju.net

Nelson Mandela (1918 – 2013) - South African anti-apartheid revolutionary, political leader, and philanthropist who served as President of South Africa from 1994 to 1999. He was the country's first black head of state and the first elected in a fully representative democratic election.

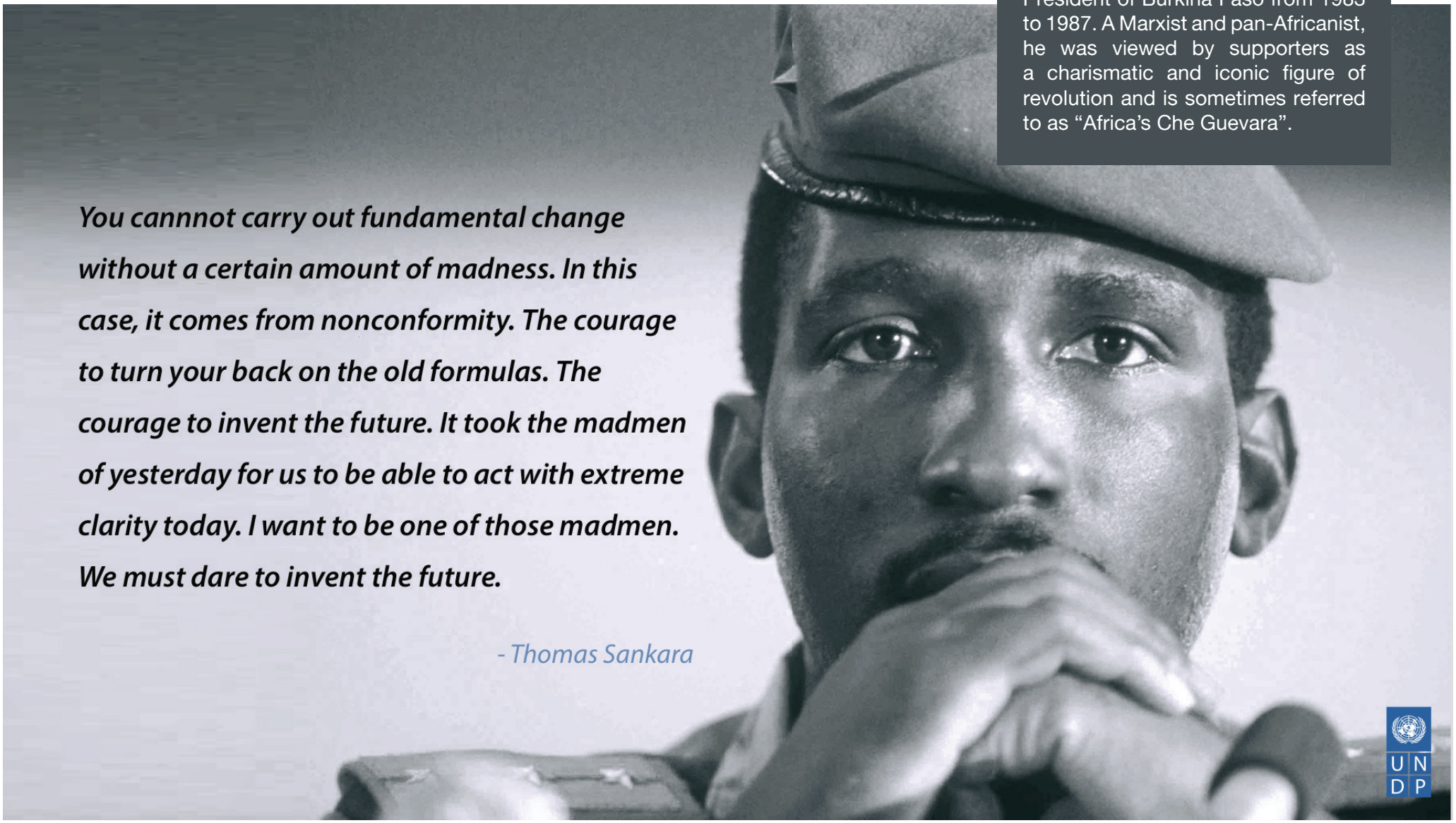


During my lifetime, I have dedicated myself to the struggle of the African people. I have fought against white domination and have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony & with equal opportunities. It is an ideal which I hope to live for and achieve. But if needs be, it is an ideal for which I am prepared to die.

- Nelson Mandela

Professor Wangari Maathai (1940-2011) - was a renowned Kenyan social, environmental and political activist, founder of the Green Belt Movement and and the first African woman to win the Nobel Prize in 2004.
In the course of history, there comes a time when humanity is called to shift to a new level of consciousness, to reach a higher moral ground. A time when we have to shed our fear and give hope to each other. That time is now.
- Wangari Maathai
UN DP

Thomas Sankara (1949 – 1987)- a Burkinabé revolutionary and President of Burkina Faso from 1983 to 1987. A Marxist and pan-Africanist, he was viewed by supporters as a charismatic and iconic figure of revolution and is sometimes referred to as “Africa’s Che Guevara”.



The FSTLModel & Monica Sharma

Monica Sharma created a unique response model based on extensive application—a conscious full-spectrum model —which is for simultaneously solving problems, shifting systems, and creating new patterns sourced from individual inner capacity and transformational leadership.

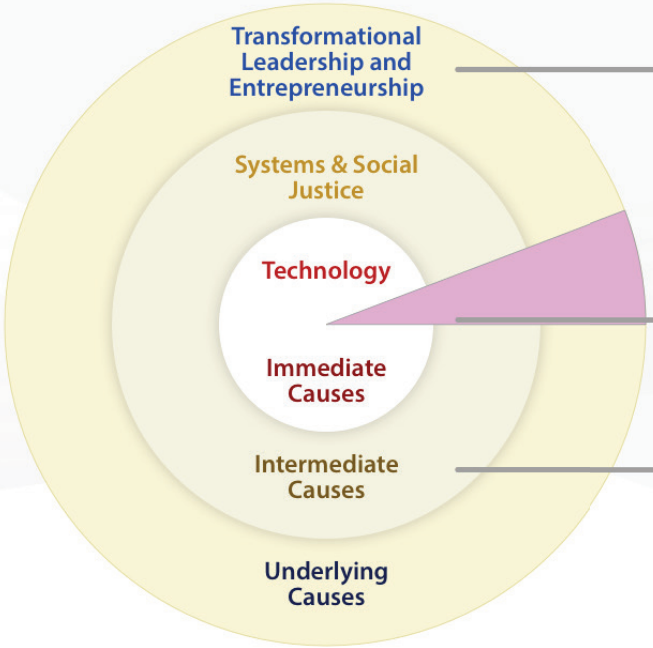
Monica Sharma, trained as a physician and epidemiologist, worked for the United Nations more than twenty years.

Currently, she engages worldwide as an international expert and practitioner on leadership development for sustainable and equitable change.

She is the Tata Chair Professor at the Tata Institute of Social Sciences in Mumbai.

Transformational Leadership for Transformational Programming

Transformational leadership requires attention to the intentions, the process and the impact of program design. Transformational programming is evident when the outcomes are also systemic shifts in systems underlying development challenges



Full Spectrum Measurement Questions

Why is the change needed?

What shows up?

What systems need to change?

CLUSTERMEETINGS

HELGE OSTVEITTEN - VIDEO LINK AUDIT: MANAGING OPERATIONAL RISKS – RESIDENT REPRESENTATIVES

Monitor procurement, recruitment, financial and project management.

- Leave investigations for OAI
- Learn to love the audit exercise.
- Patience required because there is always a time gap between investigations and fact findings

Compiled audit results from OAI show that (from January 2018 to August 2019) :

- 5% cases are satisfactory for RBA against 20% at global level
- 38% are partially satisfactory/some improvements for RBA against 47% at global level
- 18% are partially satisfactory/Major improvement for RBA against 25% for the global level:
- 36% are unsatisfactory for RBA against 8% for global level

PETER LIRIA - VIDEO LINK: ETHICS

- The organization's reputation is key in determining donor's willingness to provide funds to UNDP.
- Based on the last staff survey, UNDP public trust reduced by five (5) percentage points.
- Fair and respectable treatment of all staff.
- Maintaining open door and speak up policy for all staff.
- Cautious use of social media required by staff, especially on issues relating to politics. Staff must be mindful of possible reputational damage.

INDRAN NAIDOO - VIDEO LINK: EVALUATION

Revamping the ICPE process

- Corporate/thematic evaluation
- stakeholder engagement and quality assurance (QA) process.
- Roll-out of the evaluation guidelines.

KEY MESSAGES

- Staff should be vigilant and have the tools to ensure accountability and efficient financial management.
- Corporate/thematic evaluation
- stakeholder engagement and quality assurance (QA) process.

Recommendations from audit to be avoided at all costs: Procurement fraud; Corruption and bribery; Theft and embezzlement; Entitlement frauds; and Misuse of UNDP resources.

ADVANCING TRANSFORMATIONAL LEADERSHIP

AUDIT

Internal audit helps UNDP accomplish its mission through a systematic, disciplined approach to improve governance, risk management and control processes.

ETHICS

UNDP's strategic offer is built on a reputation for delivering quality programs at national, regional and global scale. A strong ethical framework underpins every aspect of the agency.

EVALUATION

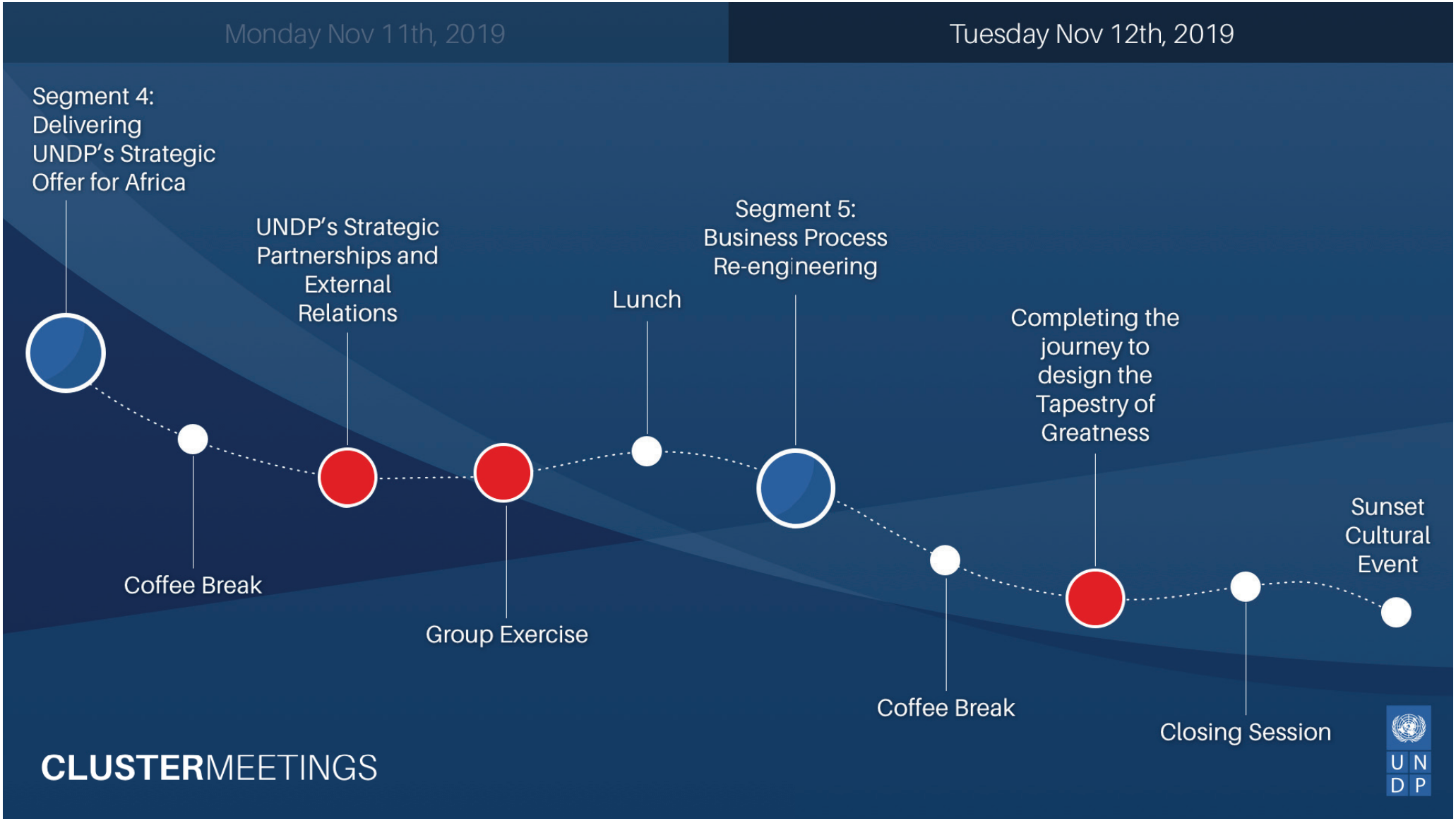
There has been a significant reform of the evaluation function at UNDP moving it towards independence, enhanced credibility leading to an expansion on the scope and expansion of UNDP work.

Question for Transforming

What qualities do you see in yourself that could make you a transformational leader?

CLUSTERMEETINGS

AGENDA DAY 2


Monday Nov 11th, 2019
Tuesday Nov 12th, 2019
Segment 4: Delivering UNDP's Strategic Offer for Africa
Coffee Break
UNDP's Strategic Partnerships and External Relations
Group Exercise
Lunch
Segment 5: Business Process Re-engineering
Coffee Break
Completing the journey to design the Tapestry of Greatness
Closing Session
Sunset Cultural Event
CLUSTERMEETINGS
UNDP

DELIVERING UNDP'S STRATEGIC OFFER FOR AFRICA

SEGMENT FOUR

AGENDA ITEM	PRESENTER
Brief remarks by Chair	Amanda Serumaga
Global Policy Network	Asako Okai
Clustering	Noni Mafabune
Country Offices' experiences	
Integrator role	Turhan Saleh/Luca Renda
Financial sustainability, transformation plans, repositioning	MIC: Mathieu Ciowela LMIC: Georges Montfort Fragile Context: Sam Doe
Leveraging digital lighthouse solutions	Robert Opp
Accelerator labs	Gina Lucarelli
Regional Programme	Jide Okeke
Q&A/Discussion	
Questions/comments from the Chair and floor, followed by responses by presenters	

Amanda Serumaga

Asako Okai

Noni Mafabune

Turhan Saleh

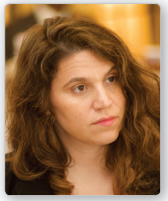
Luca Renda

Mathieu Ciowela

Georges Monfort

Sam Doe

Robert Opp



Gina Lucarelli

Jide Okeke

DELIVERING UNDP'S STRATEGIC OFFER FOR AFRICA

Objective: To develop a shared understanding of structural, attitudinal and transformational shifts required to deliver on the Strategic Offer.

This segment was in two parts, intended to examine ways of transforming the RBA as an institution in order to empower the colleagues to fulfill the mission for Africa through institutional effectiveness (part one) and revitalizing partnerships (part two).

PART ONE

Presentations focused on country experiences beyond financial sustainability to country office transformation plans, clustering, repositioning and the implementation of Next Gen UNDP in Africa. These highlighted the urgent need to do things differently to accomplish the objectives of the Strategic Offer. These presentations were complemented by the presentation on UNDP Africa's new Partnerships Strategy to introduce effective and enduring traditional and non-traditional partnerships. The session closed with a Q&A and plenary discussion on the proposed areas of a transformational shift.
Following a brief introduction by the Chair, each presenter spoke about country examples and experience in their specific area of mandate/ expertise. The aim was to discuss emerging lessons from practice rather than reiterating policy guidance. Presentations were followed by an interactive discussion moderated by the Chair.

The following are suggested broad questions/ areas for presenters to discuss country experiences, best practices, solutions and opportunities:

1. How is UNDP's Global Policy Network drawing on expertise globally and from Africa to provide more effective responses to the complex development challenges countries face in achieving the Sustainable Development Goals (SDGs) and responding to crisis in an integrated and coherent manner?
2. How will the clustering approach affect the way we work in Africa? Who does what? What steps are being taken to ensure this approach succeeds at the global and country office level?
3. What are some successful country experiences in relation to the integrator role; financial sustainability; transformation plans; repositioning; leveraging digital lighthouse solutions; Accelerator labs? What are we learning? What are some suggested ways forward to address challenges and

accelerate the achievement of results?

4. How can the implementation of the regional programme be leveraged at country level? What are some examples of success and gaps to be addressed?

THE GLOBAL POLICY NETWORK (GPN)

UNDP's Global Policy Network (GPN) is working hard to support UNDP country offices and partner countries to deliver the 2030 Agenda. Anchored in the Bureau for Policy and Programme Support and the Crisis Bureau, the GPN brings together everyone at UNDP, regardless of where they sit, connecting a 17,000-strong workforce and enabling colleagues to deliver integrated solutions that multiply impact and accelerate progress toward the Sustainable Development Goals (SDGs).

To improve navigation and engagement with a wider network of external partners on key development issues, the GPN is integrating UNDP's Communities of Practicw (CoPs) with the Global Dev Hub to form the Multi-stakeholder Platform. The future, integrated, platform will offer a dedicated instrument for civic engagement, using collective intelligence to create effective development solutions. It will be accessible from mobile phones, with automatic translation into over 100 languages.

UNDP Skills Mapping

A new tool to search the skills and profiles of UNDP experts to facilitate networking and collaboration has also been launched on the UNDP Skills Mapping sit, based on the Delve profiles of over 900 UNDP experts. Building on the Delve pilot phase, and as part of People for 2030, UNDP will incorporate artificial intelligence tools to continuously map the thematic, functional and soft skills of all our colleagues across UNDP. Beyond expertise within UNDP, the GPN/ExpRes deployment mechanism responds to organizational needs ofor short-term expertise with greater accessibility and efficiency. Over the course of 2020, the GPN will be consolidating the pre-existing technical rosters to bring UNDP's deployable external capacities under ONE platform.

Cutting-edge service offers

The Bureau for Policy and Programme Support (BPPS) and the Crisis Bureau have designed and consolidated a set of service offers based on the Strategic Plan priorities and demand analysis. These GPN Service Offers enable colleagues to tap into the knowledge, skills and expertise provided by the anchor bureaus, through staff located in the regional hubs and at HQ who work hand-in-hand with the regional bureaus to service country offices and country partners. It informs staff about corporate priorities on climate security, youth, anti-corruption, or circular economy or others, these service offers are the first resources to gain accurate timely information.

Resources for integrated solutions to complex issues

The SDG Integration website is being revamped to allow practitioners to follow UNDP's integration work around the world, access tools and resources, and engage around complex challenges. To better communicate the UNDP offer on SDG integration, staff can use the communication package, engage with the Community of Practice on SDG Integration, and follow @UNDP_SDGs.

GPN Service Tracker
To help staff access support services and deliver their country programmes more effectively, UNDP is revamping the platform through which support services are managed. Once completed, it will provide a more effective and integrated response to country level service requests and help assure quality. This will allow UNDP to manage this support effectively and conduct organization-wide analysis of support types and quality. The platform will be fully integrated with the existing corporate planning system and be part of the 2020 Integrated Work Plan for all staff, while also allowing for ad hoc requests throughout the year.

CLUSTERING

What is the Cluster Approach?

The Cluster approach was developed from a major reform of humanitarian coordination to improve strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies, and provide clear leadership and accountability in the main areas of humanitarian response.

The United Nations General Assembly Resolution 67/226 calls for more effective and cost-efficient support services in all programme countries by reducing the duplication of functions, and administrative and transaction costs through the consolidation of operational support services . In late 2017 as part of the Reform Agenda, the Secretary-General committed to the establishment of common back office functions at the country office level to optimize delivery of location dependent functions, and expansion of global service centers to optimize the delivery of location independent function, by 2022. UNDP has also subsequently reflected this as part of its 2018-2021 Strategic Plan by committing to transform the organization into the backbone of the United Nations Development System through the consolidation of support services to drive efficiency savings.

In line with these objectives and building on recommendations from recent management services review, evaluations, and audit findings, the Executive Group, at its meeting of 31 January 2019, recommended to pursue the global clustering initiative across UNDP and the optimization of back-office operations at the country office level. The 2019 global clustering business case recommends the centralization of a range services.

The challenge for UNDP is to ensure smooth implementation of the clustering project in the Africa region and the service center and country level operations.

Issues for Reflection

- There are risks with regards to the efficiency and rapidity in the delivering of services in the context of UNDP being a backbone; delinking services to be given to the regional country office and competition from other agencies,
- There are ongoing communications with regards to clustering vis à vis to Government and staff: different communications strategies will be implemented with regards to the typology of actors
- Some countries would like to be part of pilot countries list and this will be decided in due course. The cost for the country CO
- Impact on staffing and budget of CO: no impact on 2020 budget

COUNTRY OFFICE EXPERIENCES:

The Integrator Role

UUNDP's breadth of expertise and country presence makes it unique within the UN development system. UNDP has long-standing partnerships at the highest levels of government. Given this and UNDP's reputation as an impartial partner, UNDP effectively convenes across line ministries and development partners to promote 'whole-of-government' and 'whole-of-society' responses vital for transformational change.

It was therefore a welcome announcement when UNDP was asked by Member States to act "as the support platform of the United Nations Development System providing an integrator function in support of countries in their efforts to implement the 2030 Agenda". This integrator mandate serves both as a foundation for a strong UN development system, and as a key provider of integrated services and platforms in support of a coherent UN system approach to the achievement of the SDGs. An integrated approach to finding development solutions helps the UN system to manage potential trade-offs between individual goals, to go beyond short-term planning cycles and leverage the creativity and knowhow of all of society.

This can be done by using SDG metrics, data and analysis, we will help measure development gaps and advancements, for example through the Human Development Index and the Multi-Dimensional Poverty Index, and support countries to fast-track SDG progress through tools such as International Futures and the Climate, Land-Use, Energy and Water Systems.

Key issues for Reflection
To enhance UNDP impact in those countries, recommendations are to focus on: mainstream activities (policy and strategy support), public sector management (e-governance, digital transformation), energy, structural transformation and economic diversification. The role of coordinator is coordination not programming, not operational analysis, etc. UNDP has to go on its analytical works, programmes, roll-out MAPS in collaboration with UNICEF and ILO as agreed in some countries.

MIC Experiences on Financial sustainability, transformation plans, repositioning

Transforming UNDP in Africa to Transform Africa through institutional effectiveness, partnerships and next Gen UNDP flagships to finance the 2030 Agenda at the country level has emerged as a key issue since world leaders adopted the Sustainable Development Goals.

Context

- MIC: Botswana, Equatorial Guinea, Gabon, Mauritius, South Africa, Seychelles and Angola, Cote d'Ivoire, in some MIC, HD indicators similar to LDCs
- Situation varies depending on the size of the office:
- Ratio Management programme higher than 10,5% with GAB 57%, SA 25%
- Low TRAC and non core resources mobilzed (Government and vertical Funds) except GAB ratio core /non core 1 to 0.14
- Participation of Host Government to fund Programme and Operations

cost: differentiated physic presence (DPP) (Botswana), not yet (GAB, EQG), premises provided in GAB, EQG,

- DPC and multi-funding of positions applied

Challenges

- Sustainability of CO remains challenging
- Delay in payment of Government contributions
- Measures to increase income (cost recovery, resources mobilisation) and to reduce cost.

Transformation plans and UNDP repositioning

- How do we respond to specific MIC issues? Shifting focus on policy support, in this case required capacities need to be vetted from core resources, CO structure and capacities to adapted accordingly
- SDGs integrator role: advisory support & shifting from funding to financing: « Africa's money for African development: a future beyond aid »

Need for repositioning UNDP in MIC in the following areas:

- Policy and strategy development and implementation, monitoring and data collection,
- Public sector management, e-governance, Digital transformation
- Energy, climate change mitigation and adaptation
- Mainstreaming environment, and natural resource management
- Structural transformation and economic diversification

Leveraging digital lighthouse solutions

As technology rapidly transforms the way development is done, UNDP aims to serve as a model for not only keeping pace with these changes, but also leveraging these tools to advance progress on the Sustainable Development Goals. At UNDP, we developed our Digital Strategy that sets out the vision for the evolution of the organisation over the next three years, responding to a changing digital development landscape and the evolving needs of our partners. This strategy is meant to support the achievement of the Strategic Plan by fostering new ways of collaborating with our partners, creating environments and systems that drive and support innovation, and building new capabilities to develop and apply digital solutions that will enhance the quality, efficiency and effectiveness of our work.

At UNDP, we developed our Digital Strategy that sets out the vision for the evolution of the organisation over the next three years, responding to a changing digital development landscape and the evolving needs of our partners. This strategy is meant to support the achievement of the Strategic Plan by fostering new ways of collaborating with our partners, creating environments and systems that drive and support innovation, and building new capabilities to develop and apply digital solutions that will enhance the quality, efficiency and effectiveness of our work.

"UNDP will continually seek out and embrace existing and emerging digital technology in all aspects of its work to better serve its partners in their efforts to achieve the SDGs. Through a process of scanning, testing and scaling relevant digital technologies, UNDP aims to become an increasingly agile, transparent and effective partner in its purpose to eradicate poverty, accelerate structural transformations and build resilience to

shocks and crises everywhere and for everyone."

The Digital Strategy describes how UNDP will transform, framed through two inter-related transformation pathways:

Digital Transformation Pathway 1 looks outward at how we can use digital technologies to improve the way we work, including how we deliver, create, collaborate and advocate.

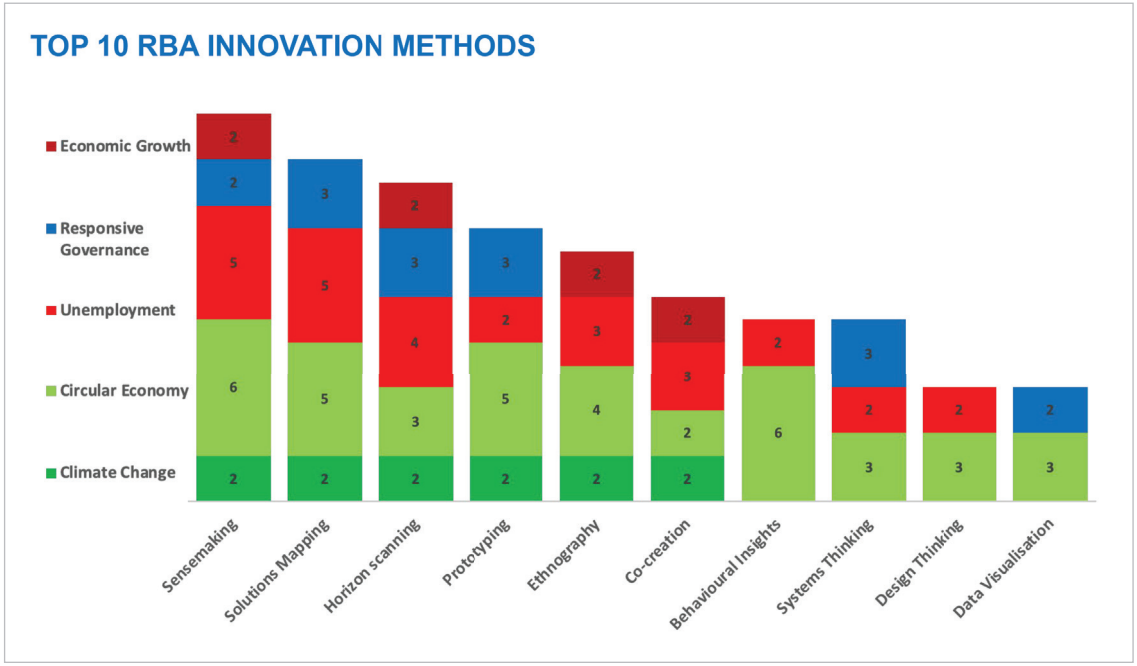
Digital Transformation Pathway 2 is internally focused, and aims to improve the quality, relevance, efficiency, and impact of UNDP´s business through better knowledge sharing and improved data usage.

The Digital Strategy also includes an **Activation Plan**, consisting of three workstreams, which outlines how UNDP will implement the strategy by 2021: The Digital Strategy is not meant to be exhaustive or prescriptive. It outlines the trajectory to 2021 and proposes a bold transformation enabled by digital technologies and new ways of working. UNDP can achieve this by building on our decades of experience, deep country partnerships and the dedicated, professional and innovative people who are our greatest asset.

GINA LUCARELLI: ACCELERATOR LABS

The Accelerator Labs are UNDP's new way of working in development. Together with our core partners, the State of Qatar and the Federal Republic of Germany, 60 labs serving 78 countries will work together with national and global partners to find radically new approaches that fit the complexity of current development challenges.

The labs will transform our collective approach by introducing new services, backed by evidence and practice, and by accelerating the testing and dissemination of solutions within and across countries. Sense-making, collective intelligence, solutions mapping and experimentation will be part of the new offer from UNDP to governments.



Together with partners, the Labs will analyze challenges within local contexts to identify connections and patterns in search of new avenues of work to act effectively in addressing wicked development challenge. The Labs will identify grassroots solutions together with local actors and validate their potential to accelerate development. Solutions can come in many different forms, from a farmer discovering a new way to prevent floods to a nonprofit that is especially impactful. The labs will also harness the potential of real time data and people's energy to respond to rapidly evolving challenges that impact development.

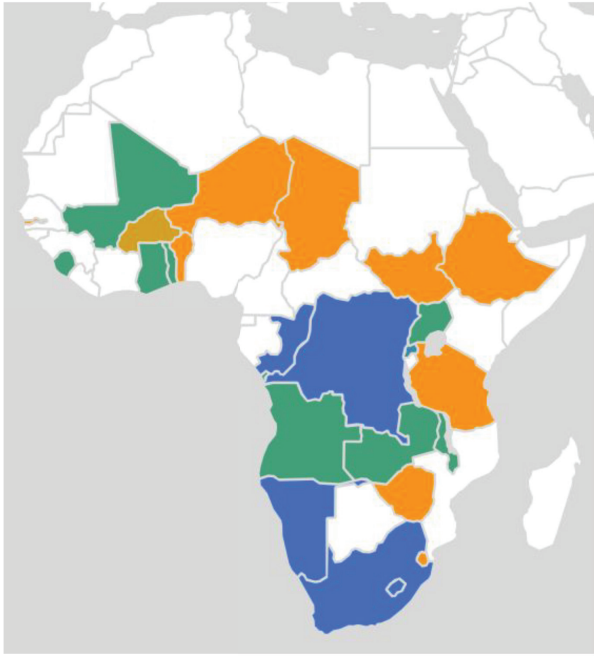
Building on these locally-sourced solutions, the labs will rapid test and iterate new ideas to learn which ones work, which ones can grow, and which ones don't, bringing experimentation to the core of our work. The labs will accelerate their learning by operating within a global network where each lab learns from the rest, by exploring multiple solutions in parallel, and by designing experiments that teach us whether solutions can work and grow in weeks or months rather than years.

Accelerator Labs will build on UNDP's partnerships with governments to scale solutions. Together with partners, they will try to learn what combination of solutions can influence how development is delivered. We'll also be exploring policy frameworks that are needed to frame the ethics and incentives to drive development acceleration and try to identify portfolios of solutions that could spin off into independent ventures.

FOCUS OF THE LABS IN AFRICA

Climate Change	Circular Economy	Unemployment	Responsive Governance
Tanzania	Angola	Benin	DRC
Uganda	Ghana	Chad	Namibia
	Malawi	Eswatini	South Africa
	Mali	Ethiopia	Lesotho
	Sierra Leone	Niger	
	Togo	The Gambia	
	Zambia	South Sudan	

Migration	Economic Growth	Resources Management	Open Solutions Mapping
Burkina Faso	Tanzania	Rwanda	Republic of the Congo
	Zimbabwe		



JIDE OKEKE: THE AFRICA REGIONAL PROGRAMME

UNDP manages a regional programme that includes five regional projects, serving to address cross-border risks and opportunities, and seeking to build the capacities of regional institutions and economic communities to manage them.

Promote structural economic transformation

UNDP supports interventions which integrate and address economic, social, and environmental aspects for inclusive growth. UNDP contributes to the continent's structural economic transformation agenda by: improving access to sustainable energy; boosting the capacity of small and medium sized enterprises; promoting sustainable natural resources management; and reducing vulnerabilities through social safety nets.

Foster gender equality and women's political and economic empowerment

UNDP is working to promote: political participation and leadership among women; their economic empowerment; and their engagement in peace and security. UNDP's work builds on several regional frameworks such as the African Union's Agenda 2063 and the African Women's Decade, to put in place an enabling environment for women and men to effectively contribute to Africa's economic structural transformation.

Foster resilience to shocks and threats

UNDP supports the continent's resilience agenda by: enhancing conflict prevention and peacebuilding capacity; strengthening preparedness for disaster risk management; and bolstering climate change adaptation and mitigation. UNDP's approach is anchored in strong partnerships with the African Union, the Regional Economic Communities, parliaments and political parties, civil society organisations, and think tanks, as well as South-South and Triangular cooperation.

Promote the Sustainable Development Goals and South-South Cooperation

UNDP contributes to the continent's global engagement agenda through: supporting the dialogue and preparation for the SDGs; mapping and brokering South-South and Triangular Cooperation partnerships; and knowledge generation and exchange. UNDP is expanding its South-South and Triangular Cooperation technical capacities as well as leveraging its global presence to broker knowledge exchange and partnerships.

Transform governance

UNDP is helping to transform governance on the continent by: increasing space for political participation; redefining the social contract through development of responsive institutions and promotion of civic and democratic values; improving urban governance; and tackling illicit financial flows.

WHY IS THE REGIONAL PROGRAMME IMPORTANT?

Empowered lives.
Resilient nations.

VIOLENT EXTREMISM

CLIMATE CHANGE

AfCFTA

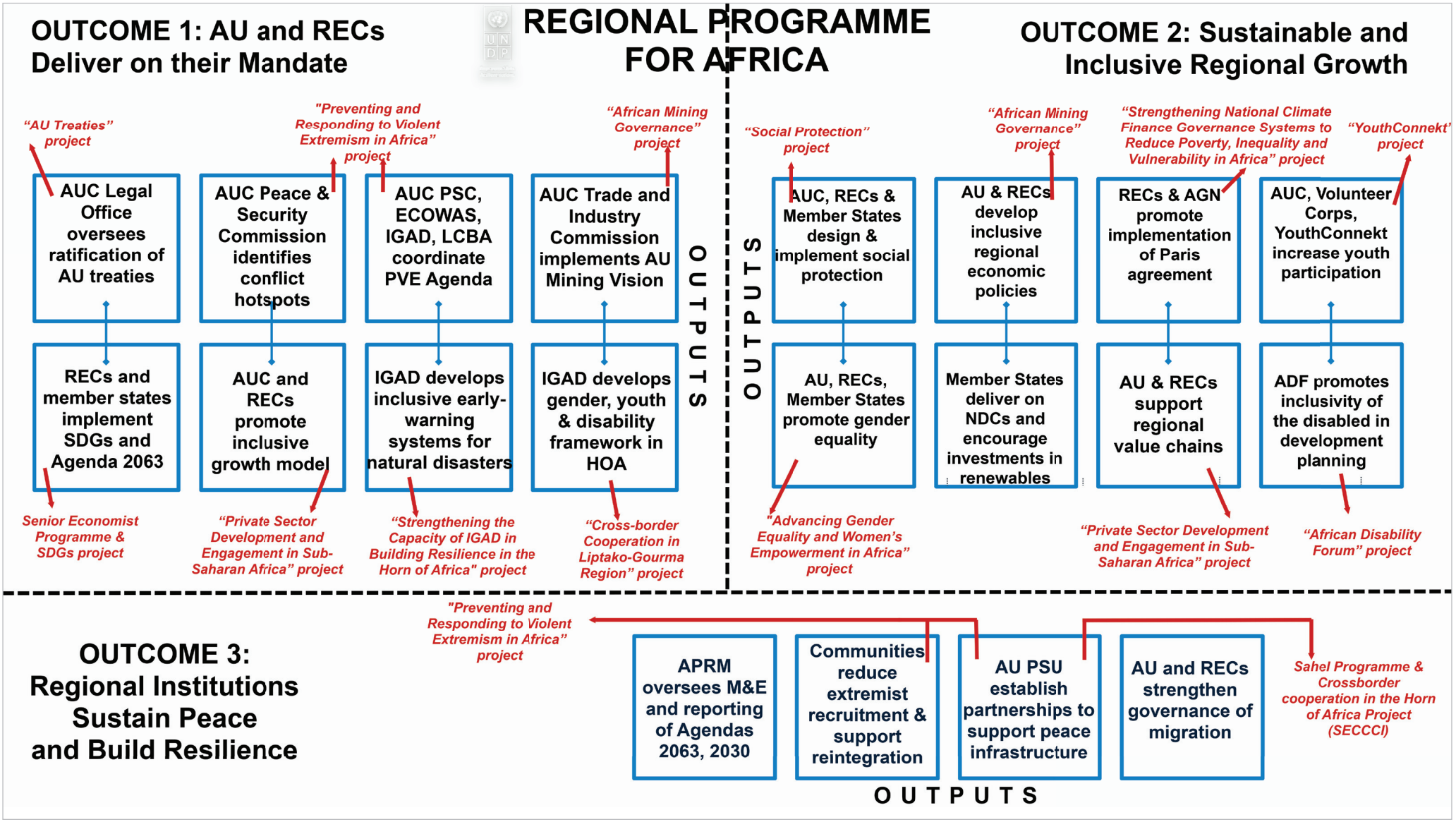
REGIONAL INTEGRATION

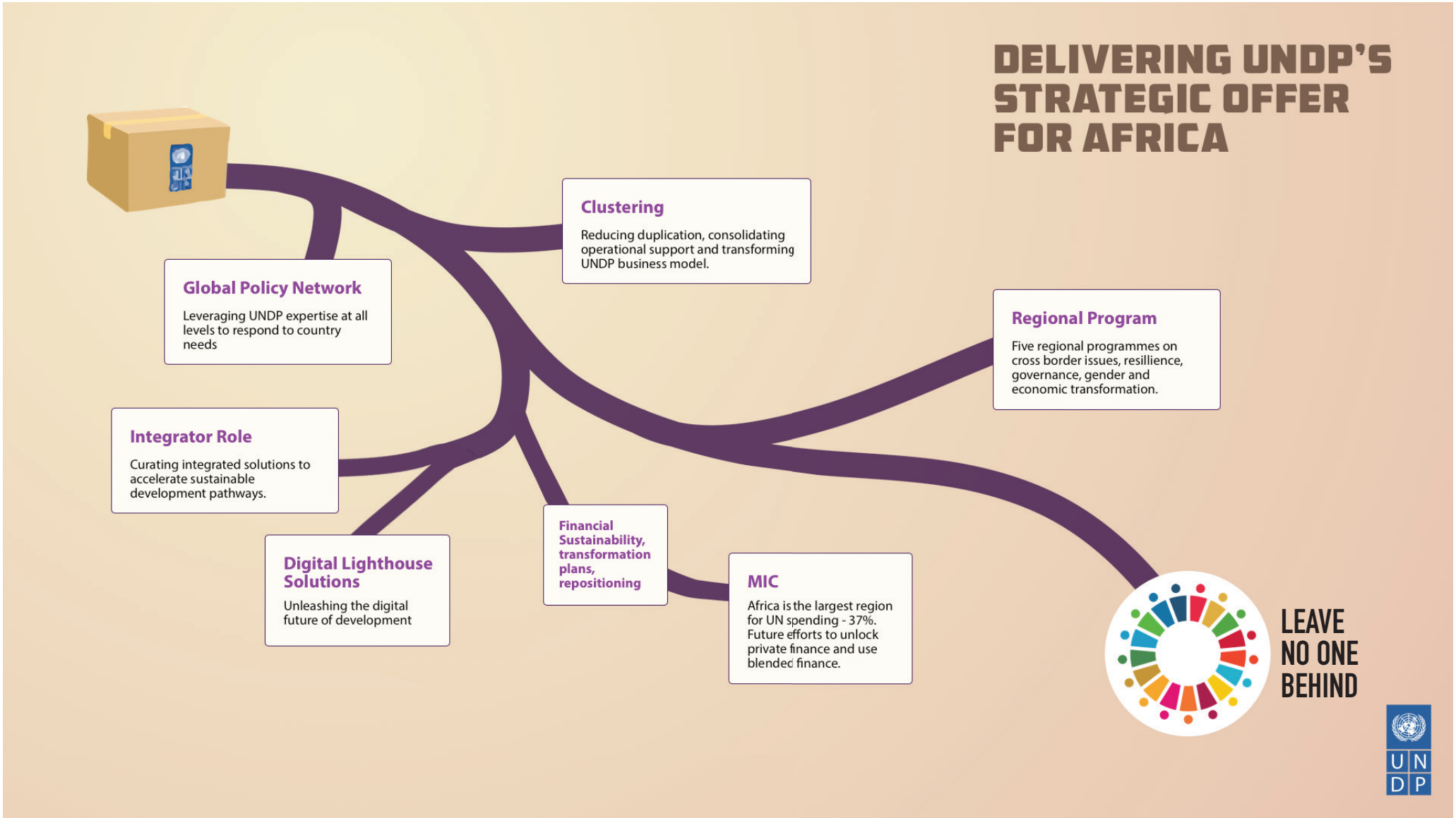
GOVERNANCE

CROSS-BORDER ISSUES

STABILIZATION

57. The African Union and its subregional partners, in particular, have become increasingly operational. Whether in preventing conflict or responding to it, the regional partnerships of the United Nations in Africa must be intensified and made more predictable through mechanisms for collaboration and by optimizing the use of limited resources. The United Nations and the African Union must strive for common approaches through shared assessments, sound consultative mechanisms for decision-making and tools for collaborative planning and operations across the conflict cycle. It is a partnership that should be made deeper and more collaborative. The United Nations should take the decisive step to invest in and commit to the success of the African Union as a partner in addressing shared concerns.


REGIONAL PROGRAMME FOR AFRICA
OUTCOME 1: AU and RECs Deliver on their Mandate
OUTCOME 2: Sustainable and Inclusive Regional Growth
OUTCOME 3: Regional Institutions Sustain Peace and Build Resilience
"AU Treaties" project
"Preventing and Responding to Violent Extremism in Africa" project
"African Mining Governance" project
"Social Protection" project
"African Mining Governance" project
"Strengthening National Climate Finance Governance Systems to Reduce Poverty, Inequality and Vulnerability in Africa" project
"YouthConnekt" project
AUC Legal Office oversees ratification of AU treaties
AUC Peace & Security Commission identifies conflict hotspots
AUC PSC, ECOWAS, IGAD, LCBA coordinate PVE Agenda
AUC Trade and Industry Commission implements AU Mining Vision
AUC, RECs & Member States design & implement social protection
AU & RECs develop inclusive regional economic policies
RECs & AGN promote implementation of Paris agreement
AUC, Volunteer Corps, YouthConnekt increase youth participation
RECs and member states implement SDGs and Agenda 2063
AUC and RECs promote inclusive growth model
IGAD develops inclusive early-warning systems for natural disasters
IGAD develops gender, youth & disability framework in HOA
AU, RECs, Member States promote gender equality
Member States deliver on NDCs and encourage investments in renewables
AU & RECs support regional value chains
ADF promotes inclusivity of the disabled in development planning
OUTPUTS
OUTPUTS
"Senior Economist Programme & SDGs project
"Private Sector Development and Engagement in Sub-Saharan Africa" project
"Strengthening the Capacity of IGAD in Building Resilience in the Horn of Africa" project
"Cross-border Cooperation in Liptako-Gourma Region" project
"Advancing Gender Equality and Women's Empowerment in Africa" project
"Private Sector Development and Engagement in Sub-Saharan Africa" project
"African Disability Forum" project
"Preventing and Responding to Violent Extremism in Africa" project
APRM oversees M&E and reporting of Agendas 2063, 2030
Communities reduce extremist recruitment & support reintegration
AU PSU establish partnerships to support peace infrastructure
AU and RECs strengthen governance of migration
Sahel Programme & Crossborder cooperation in the Horn of Africa Project (SECCCI)
OUTPUTS

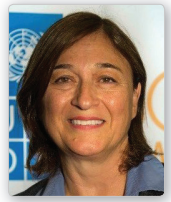

DELIVERING UNDP'S STRATEGIC OFFER FOR AFRICA
Clustering
Reducing duplication, consolidating operational support and transforming UNDP business model.
Global Policy Network
Leveraging UNDP expertise at all levels to respond to country needs
Regional Program
Five regional programmes on cross border issues, resillience, governance, gender and economic transformation.
Integrator Role
Curating integrated solutions to accelerate sustainable development pathways.
Digital Lighthouse Solutions
Unleashing the digital future of development
Financial Sustainability, transformation plans, repositioning
MIC
Africa is the largest region for UN spending - 37%. Future efforts to unlock private finance and use blended finance.
LEAVE NO ONE BEHIND
UNDP

STRATEGIC PARTNERSHIPS & EXTERNAL RELATIONS

SEGMENT FOUR

AGENDA ITEM	PRESENTER
PART TWO	
Brief remarks	Chair: Mohamed Yahya
UNDP's Strategic Partnerships and External Relations	Gülden Türköz-Cosslett
Partnerships into the Future: African Influencers for Africa's Development	Ahunna Eziakonwa
Enhancing Partnership with EU on Elections	Gianpiero Catozzi
Strengthening Collaboration with UNV in Africa	Olivier Adam

Mohamed Yahya



Gülden Türköz-Cosslett

Ahunna Eziakonwa

Gianpieto Catozzi

Olivier Adam

DELIVERING UNDP'S STRATEGIC OFFER FOR AFRICA

Objective: To develop a shared understanding of structural, attitudinal and transformational shifts required to deliver on the Strategic Offer.

This segment was in two parts, intended to examine ways of transforming the RBA as an institution in order to empower the colleagues to fulfill the mission for Africa through institutional effectiveness (part one) and revitalizing partnerships (part two).

Part Two:

The discussion on revitalising partnerships was framed by a presentation on UNDP's framework for strategic partnerships and external relations. This was followed by an outline of Africa's proposed partnerships into the future including actions in three areas – people, products and platforms - African Influencers for Africa's Development Initiative. Participants also had an opportunity to hear from two key initiatives with the EU and UNV and to briefly discuss options for deepening collaboration.

GÜLDEN TÜRKÖZ-COSSLETT: UNDP'S STRATEGIC PARTNERSHIPS AND EXTERNAL RELATIONS

UNDP is positioning itself in a in fast paced changing environment through NextGen UNDP External Relations strategy. The Core Objectives:

PROMOTE partnerships, and innovations across the UNDS and secure political support Multi-stakeholder solutions

ARTICULATE & ADVOCATE for substantive solutions on global development themes

MARKET & MANAGE UNDP's corporate brand and offerings tailored to multiple audiences

DEEPEN existing and DEVELOP new funding and financing partnerships Integrator role is the natural role for UNDP

UNDP will continue advocacy through leadership on topical issues like Inequalities, Climate change and Migration (scaling fences).

UNDP should work on mobilizing domestic resources Mobilizing domestic resources for financing the SDG (Gov financing is evolving as a key model across Africa).

UNDP should strengthen relationship with top funding partners by connecting with them and inviting them to discuss programs. UNDP should continue maturing partnerships with International

Financial Institutions

UNDP is now mobilizing domestic resources for sustainable development and government financing represents a 5th of UNDP total contribution. Government financing is evolving as a key model across Africa, going beyond traditional procurement-based partnership, and the RBA has developed a programme-based model of cooperation, i.e., Emergency Community Development Programme (Senegal, Togo, Chad and Burkina Faso). Government Financing could even grow in prominence as Africa pushes to "go beyond aid.

AHUNNA EZIAKONWA: PARTNERSHIPS INTO THE FUTURE - AFRICAN INFLUENCERS FOR DEVELOPMENT

RBA director presented the power of partnerships and how people and institutions are more creative and productive together. UNDP will have to work with Africa influencers for development and come together to bring innovative solutions for African people.

OBJECTIVES

- Identify and implement new ways of supporting the continent's development through partnership
- Africans as the architects of African development… at the heart of their own development agenda
- Build coalitions of African influencers to steer African agenda
- Harness the creative intellectual and entrepreneurial energy of Africa
- Help the private sector and academia grow and lead development … create future champions
- Multifaceted project that recalibrates relationships and creates "coalitions for change"
- Forms part of the RBA partnership Strategy & supports SDGs and Agenda 2063

To achieve the RBA's objectives the following ideas have been suggested for consideration. They can be divided into three interlinked categories we call "the 3 Ps": People, Products and Platforms.

PEOPLE: The most powerful tool for change is people … both within UNDP and beyond. This initiative will strengthen internal and external partnerships with key individuals, groups and organisations through convening and communication.

UNDP Supergroups: The UNDP Industry Supergroup to collaborate supporting and influencing government development agendas, resource mobilisation, fostering regional integration and the connectivity of Africa, encouraging infrastructure development and financing, and exchanging knowledge:

- Senior private sector CEO's and business leaders
- Entertainment and arts Industry leader from music, sports and fashion
- UNDP Ambassadors and a new wave of ambassadors.
- Thought Leaders from the African diaspora

The UNDP Academia Supergroup. Curated from the intellectual might of Africa - to mentor the next generation of leaders, create groundbreaking future focused research, develop exchange programmes, share knowledge and solutions, help the local connect with the

global, and support key UNDP projects:

- Academics and Academic institutions such as the African Leadership Academy (ALA) in South Africa
- Writers, intellectuals and journalists
- Medical professionals and scientists
- Thought Leaders from the African diaspora in the above fields

'Futures' Champions: Identify emerging private sector leaders in areas such as digital technology, agriculture, mining, manufacturing, media, and textiles who will serve as inspirational case studies for the new Africa.

Specific target partner organisations: Engage Key organisations such as multilateral agencies (African Union), regional economic communities (RECs), DFIs, Regional Financial Institutions (such as Afreximbank, Africa Finance Corporation, AfDB), and industry Groups and associations.

Foundations and philanthropy groups

New RBA Partnership team: Build an in-house team in New York dedicated to partnerships. Collaborate with and incorporate existing UN partnership programmes such as BERA, SDGs Impact and The Accelerator Labs

Regional Representatives: One of the core objectives of the new UNDP is to better encourage and equip UNDP country teams to build stronger partnerships with stakeholders beyond government. To this end the initiative will identify 3/4 out of the following 8 country Regional Representatives to work closely with to create a blueprint for private sector/academia engagement across the continent. The RRs identified are: South Sudan, Nigeria, Ethiopia, South Africa, DRC Congo, Mauritius, Mali, Senegal

PRODUCTS: Collaborate with academia and private sector to create distinct bespoke products (or rework existing products) to connect RBA with African influencers to further the UNDP brand and influence and build stronger partnerships and impact.

The RBA Business Map.

- Comprehensive series of RBA online data maps that showcase the most innovative business ventures across a wide range of sectors and regions.
- Big companies featured as well as SMEs that can be identified as potentially transformative and showcases the next generation of impactful leaders
- Potentially sponsored by one or more donor country or private sector partners
- Supported by Regional Representatives (RR's) and provides tool to connect with companies in country
- Complements the SDG Impact programme

It was launched on the sidelines of UNGA Sept 2019.

Films

The African Genius (AG) series: Billionaire entrepreneur Strive Masiyiwa on leadership, writer Chimamanda Adichie on creativity, boxer Anthony Joshua on adversity and Deola Sagoe on Fashion Design. From science to arts to business African Genius is a series of masterclasses by some of the most inspiring leaders in their fields. Designed to showcase Africa's talent, the AG series serves as a viral knowledge channel to

fellow Africans and the wider world and a conduit to inspire.

Short film series: A series of short viral videos will be produced for dissemination through social media. Capturing the stories of development in Africa through profiling ordinary Africans who have succeeded despite the odds. They will also serve as inspirational and educational tools for RBA presentations and speeches.

Lectures
Using the broad spectrum of experts (e.g. 20 economists) from within the UNDP and beyond this recorded series of lectures is designed to focus attention on UNDP areas of expertise and support. One idea to explore is the development of the 'Chinua Achebe Lecture series' after the late Nigerian writer.

Existing Content
Existing content can be revamped and repurposed for a broader audience in the private sector and academia. These include UNDP reports and upcoming studies such as The Migration Report. It explores the challenge of getting a bigger and wider impact for the reports that UNDP currently produces.

The RBA Website
Africapartnerships@undp.org will be an interactive space for all content such as the RBA maps, videos of the Genius series and lectures, and UNDP reports. Designed to encourage discourse and networking.

PLATFORMS: Platforms are a vital component of the success of this initiative. Some suggestions are:

Existing events: Capitalize on existing conferences, summits and gatherings where our core messages such as inclusion, equality and gender can be integrated into the programmes. The aim is to seed the agenda of Davos, G20, etc. We should look to arrange side-events such as breakfast/lunch/dinner roundtables etc.

Crafted Events: Creating our own bespoke events such a:

UN platforms: We will explore how do we best employ existing programmes and products in support of the initiative? These include UN Capital Development Fund (CDF), The UNDP's Global Policy Network, BERA, and Accelerator Labs.

SUPER GROUP

The Current Supergroup members are:

1. Prof. Benedict Oramah, President, Afreximbank
2. Dr Amy Jadesimi, Managing Director, Ladol, Nigeria
3. Dr James Mwangi, Group MD & CEO, Equity Bank, Kenya
4. Dr Edem Adzogenu, Co-founder of AfroChampions, Ghana
5. Mr Ali Mufuruki, Chairman & CEO, Infotech Investment Group LTD, Tanzania
6. Mr Samaila Zubairu, President & CEO, Africa Finance Corporation (AFC)
7. Mr Samba Bathily, Founder and Chairman, ADS, Mali
8. Mr Admassu Tadesse, President, Trade Development Bank (TDB), Ethiopia
9. Ms Tigui Camara, Founder and CEO, Tigui Holdings, Guinea

THE SUPERGROUP OF AFRICAN INFLUENCERS

In the picture (left to right): Tigui Camara, Kunle Adeyemi, Samba Bathily, Prof. Benedict Oramah, Admassu Tadesse, H.E Nana Akufo-Addo, Ahunna Eziakonwa, Michael Ansah, Dr Eleni Gabre-Madhin, Mr Temitope Shonubi, Ms Temie Giwa-Tubosun.

The African Influencers for Development was launched at the UN Secretariat in New York the UN General Assembly (UNGA) meeting in September 2019, with UN Deputy Secretary General Amina J. Mohammed in attendance. The Influencers Supergroup for the initiative was inaugurated at the High Level Dialogue hosted by His Excellency Nana Akufo-Addo, President of Ghana, on the 7th of November 2019 in Accra.

10. Mr Temitope Shonubi, Co-founder & Executive Director, Sahara Group, Nigeria
11. Dr Eleni Gabre-Madhin, Chief Happiness Officer, blueMoon & former CEO, Ethiopia Commodity Exchange, Ethiopia
12. Mr Kunle Adeyemi, Founder, NLE Architects, Nigeria
13. Ms Njideka U. Harry, Founder & CEO, Youth for Technology, Nigeria
14. Ms Bethlehem Tilahun Alemu, Founder, soleRebels, Ethiopia
15. Mr Rob Shuter, President, MTN, South Africa
16. Ms Temie Giwa-Tubosun, CEO, Lifebank, Nigeria

GIANPIERO CATOZZI: ENHANCING PARTNERSHIPS WITH EU ON ELECTIONS

The EU-UNDP partnership program on electoral assistance projects was established in 2016. There are over 185 projects in more than 60 countries, worth more than one billion euros since 2006.

There are also new projects for which guidelines have been signed by UNDP and EU to frame the way to do program formulation. UNDP involves EU in program development and in discussions through steering committees and political visibility. In that regard, the new initiative can provide all supports- operations, procurement and regional Advisors.

As the nature of elections has changed, where the focus of electorates revolves around trust building, the new electoral program emphasis is on post elections activities, working with key institutions under the what is called the select 16 (a multi stakeholders program that supports inclusion, accountability, transparency, and violence free democratic elections, and strengthening democracy. In that regard,

Country offices are encouraged to contact the JTOs on Post Electoral Support Initiative. There are team of UNDP electoral, governance and electoral conflict advisors and specialists based in Brussels.

To respond to these challenges the JTF developed: Sustaining Peace through Inclusive Political Processes (SELECT16). A long-term and multi-stakeholder approach bridging electoral assistance with the broader governance portfolio to accelerate the achievement of SDG16+, Post-elections period only and observer recommendations used as an entry point to engage on bridge governance support.

DEMOCRACY STRENGTHENING: Democracy Strengthening approach is a governance programming strategy, using the period post-elections. The approach supports the development of multistakeholder programming bringing together key national stakeholders around 5 key dimensions inclusion, accountability, transparency, integrity and capacity. (Zimbabwe, Zambia, Madagascar, Uganda).

PROGRAMMING FOR PEACE: The Programming for peace dimensions foresees the development of conflict prevention strategies in the short and long-term. This component supports the development of conflict-sensitive programming within governance approaches and advise on the development of specific targeted strategies for conflict prevention through electoral events. (ELECTORAL EARLY WARNING SYSTEMS), ZAMBIA, ETHIOPIA, CHAD.

OLIVER ADAM: STRENGTHENING COLLABORATION WITH UNV IN AFRICA

The United Nations Volunteers (UNV) programme contributes to peace and development through volunteerism worldwide. We work with partners to integrate qualified, highly motivated and well supported UN Volunteers into development programming and promote the value and global recognition of volunteerism. UNV is administered by the United Nations Development Programme (UNDP) and reports to the UNDP/UNFPA/UNOPS Executive Board.

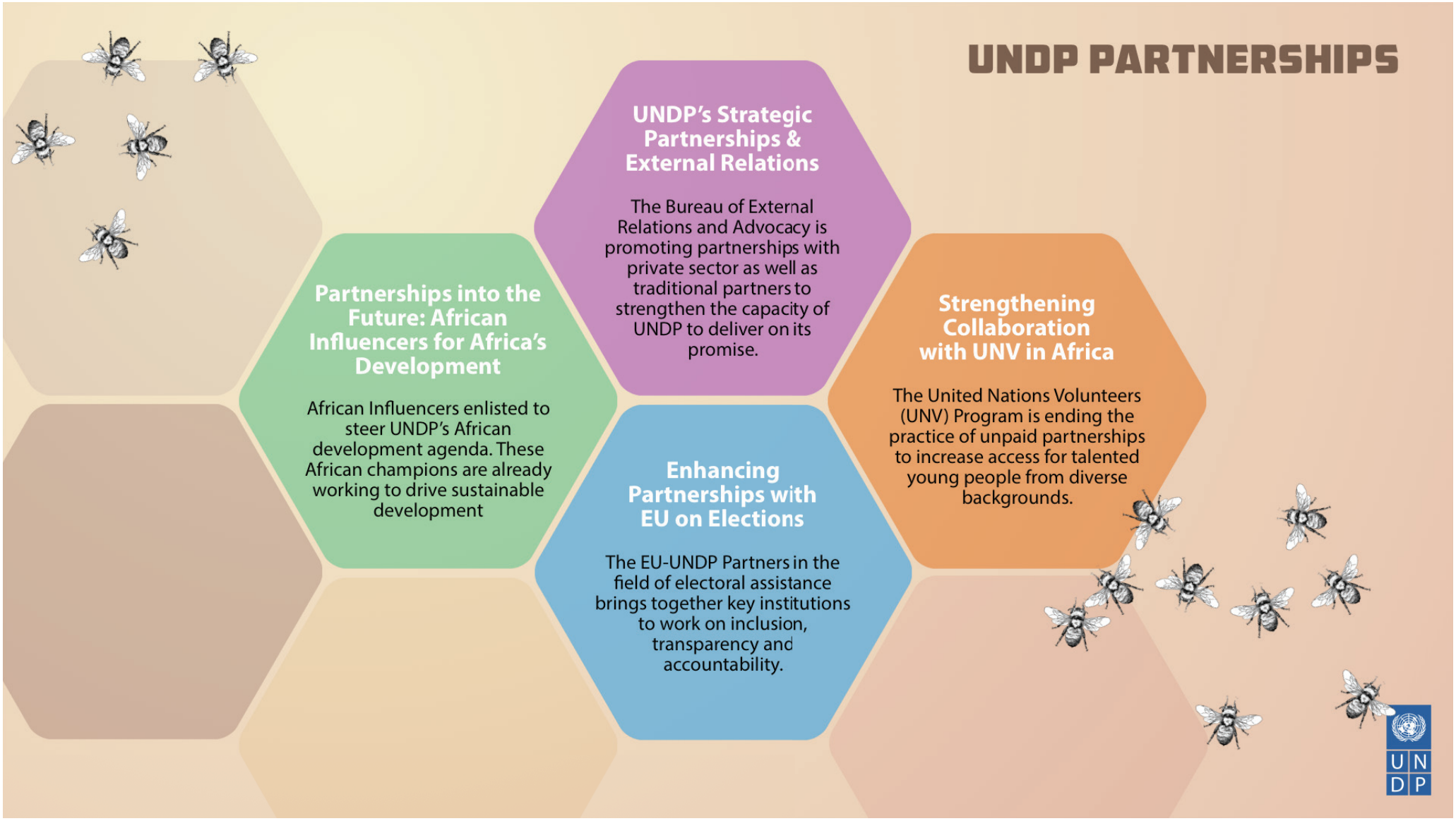
UNV is based in Bonn, Germany, with around 150 staff members at

headquarters, and over 8,200 volunteers deployed in the field. UNV also has an Office in New York, five Regional Offices in Amman, Bangkok, Dakar, Nairobi and Panama City and around 60 Field Units that represent the organization at the country level. The executive Coordinator Mr. Adam presented the UNV program, its values (engagement, support…), its priorities (operational excellence) and structure.

The volunteers' categories are: UN expert volunteer, UN volunteers, UN Youth volunteers, UN community volunteers, Online volunteers. UNV are not UNDP staff and this modality will be maintained. But they will continue getting proper insurance, benefits and some resources. Conditions of service are being revised to try to align benefits between young and older UNVs. They will support the creation of volunteer corps at national level in collaboration with UNDP. The UNVs are asking UNDP to Advocate for them, Count on them and Allow them to provide support to UNDP in its mission.

UNV contribution to UNDP Impact Areas

- Youth, Innovation and Emerging Technologies
- Gender equality and women empowerment
- GEF and climate change
- Economic Empowerment and livelihood
- Peace building and Governance
- Regional Accelerator Labs
- Support to UNDP Cross Border Programmes
- Migration and PVE (Preventing Violent Extremism)


UNDP PARTNERSHIPS
UNDP's Strategic Partnerships & External Relations
The Bureau of External Relations and Advocacy is promoting partnerships with private sector as well as traditional partners to strengthen the capacity of UNDP to deliver on its promise.
Partnerships into the Future: African Influencers for Africa's Development
African Influencers enlisted to steer UNDP's African development agenda. These African champions are already working to drive sustainable development
Strengthening Collaboration with UNV in Africa
The United Nations Volunteers (UNV) Program is ending the practice of unpaid partnerships to increase access for talented young people from diverse backgrounds.
Enhancing Partnerships with EU on Elections
The EU-UNDP Partners in the field of electoral assistance brings together key institutions to work on inclusion, transparency and accountability.
UN DP

Questions for Delivering

Answer: *What are the critical elements needed for your programmes to achieve impact at scale across the African Continent?*

BUSINESS PROCESS RE-ENGINEERING
SEGMENT FIVE

AGENDA ITEM	PRESENTER
Brief remarks	Chair: Stephen Rodriques
Framing Presentation on Management Service	Angelique Crumbly
Presentation on Finance and Administration	Darshak Shah
Presentation on HR and People Strategy	David Bearfield
Presentation on Priority Issues for Staff	Vesna Dasovic
Presentation on Legal and Compliance	Simon Hannaford
Presentation on RBA delivery and diagnostics	Aboubacar Toure

Stephen Rodriques

Angelique Crumbly

Darshak Shah

David Bearfield

Vesna Dasovic

Simon Hannaford

Aboubacar Toure

BUSINESS PROCESS RE-ENGINEERING

Objective: To develop a common understanding of the areas that require re-tooling and re-shaping of UNDP's work processes through improved compliance, creative thinking, learning and innovation.

This segment examine opportunities for enhancing programme oversight, performance management and talent management through an interactive dialogue with key corporate resource persons. The session will begin with a framing presentation to highlight UNDP's offer in terms of management service support. This will be followed by individual presentations by resource persons who will speak for 10 minutes (to allow enough time for the interactive dialogue). Each presenter will highlight new offers as well as areas of success and those that require development for African COs in terms of finance and administration, human resources and talent management, staff concerns and legal and compliance. The presenters may also wish to highlight any issue arising from the interaction with RRs. The moderated Q&A following all the presentations will focus on issues raised beforehand from a poll of RRs, DRRs and Economists attending the meeting.

ANGELIQUE CRUMBLY: UNDP'S STRATEGIC PARTNERSHIPS AND EXTERNAL RELATIONS

UNDP is in an era where there is a search for operational excellence and an understanding that the agency needs to innovate to stay relevent and to increase it's ability to respond to the development needs of a rapidly changing world. The UNDP Strategic Plan 2018-2021 is positioning UNDP as the optimal operational backbone of the United Nations Development System. I order to do this it must strengthen UNDP's client-orientation within the UN system and improve the organization's operational efficiencies to allow it to offer other agencies better support and in so doing, reduce duplication across the UN system. This also involves alignment of internal efforts on operational excellence and the UN reform workstreams.

UNDP as Operational Backbone of the UN Development System: What it means? Why UNDP? And how to make it work more efficiently?

- Promote openness to change
- Promote team spirit /close programme - operations partnership from the planning st age
- Proactively share your ideas for simplification/

streamlining with BMS

- Contribute to and stay on top of the UN reform workstreams
- Engage with the clients to assure them of your commitment
- Seek feedback and respond constructively
- Consult with the BMS, in a timely manner
- Do not let your client (external or internal) perceive that their services are not priority
- Do not under-charge/over-charge the cost of the services (and ensure correct booking)

Vision and Priorities for BMS for 2020-2021 Management Excellence for Development: These include operational performance improvement, clustering (transition from initiative to operations and maintenance) and modernization of corporate systems.

Top Priorities in the Making

- Review of procurement function
- Improve existing procurement policies
- Increase flexibility and innovation in the use of our procurement instruments with more efficient risk management
- Simplify reviews and increase clustering of services
- Implementing new IT tools
- Review of legal support function
- Development of private sector engagement tools and policies

Clustering: Go Live in Africa

- Scope – Finance, Procurement and Human Resources transactional services
- Training: Phase-based implementation with soft launch in January 2020 for all 45 countries
- Risk-based implementation approach – 15 countries will be the first movers in the next phases, and 30 others to follow
- Support structure – Project Managers in RBA and Project Team in Kuala Lumpur
- Challenge – Size of the region, KL is expanding to ensure readiness
- Outcome – 60% of audit recommendations of the region will be addressed

DARSHAK SHAH: PRESENTATION ON FINANCE AND ADMINISTRATION

Mr Shah presented the highlights for the RBA in 2019.

RBA - 2019 HIGHLIGHTS

Strategic Plan	❖ RBA is expected to **contribute 21% ($4.6bn)** of the Strategic Plan's delivery target of $21.7bn between 2018-2021, which is the **highest percentage among regional bureaus.**
Financial Sustainability	❖ RBA is **highly commended for achieving the best average GMS rate of 6.71%** (2018: 6.47%) among regional bureaus in 2019, which is also **higher than the corporate average rate of 6.2%**
Resource Mobilization	❖ RBA **exceeded its 2019 Q3 quarterly resource mobilization milestone** of $382M. As of 23 October 2019**,** the bureau mobilized **85%** ($819M) of its annual target of **$968M**.
Delivery	As of 23 Oct 2019, RBA **has the 2nd highest delivery** among regional bureaus at **67%** ($745M) of the target of **$1,113M**, **ahead** of **2018 actuals (64%)** for the **same period**.
Risk Management	RBA has many **audit issues** in 2019 (as of Aug) : GFATM audit 1 **Unsatisfactory (ZWE)** and **1 Partially Satisfactory (BDI); CO audit : 7 Partially Satisfactory ; NIM audit: 1 Unsatisfactory (Chad) and 9 Partially satisfactory** ❖10 COs have pending **asset recovery** of $1.4M as of Oct 2019. ❖The region is currently facing **some compliance issues in HACT** (uncompleted macro and micro assessment, generic IA codes and pending spot check).
Data Quality /Financial Control/ Compliance	❖RBA has recurrent issues in data quality and financial control around **B2B** (aged unreconciled transactions) ; **NEX advance compliance** (compliance to 80%-100% rule) and **project closure** including MPTFO (mainly Guinea and CAF projects). There are also some compliance issues around **internal control** which are **highlighted in both treasury audit** and **UNBOA** (Same buyer & receiver, same vendor approver & voucher creator, same vendor approver & bank rec user**,** SC with Treasury /Fin rights , same Requisition & PO approver).

DAVID BEARFIELD: HR & PEOPLE STRATEGY

"By investing in our people, we invest in everyone's future – building a UNDP that is fit for today's challenges and those ahead." – A. Steiner

People for 2030 is a 3-year strategy in which each and every person at UNDP has a stake. This new strategy aims to progressively transform UNDP's culture and capacity to deliver more and better development results. *"Throughout People for 2030, 'personnel' includes all who work for UNDP; staff, consultants, service contractors, Junior Professional Officers, UN Volunteers and interns."* UNDP's personnel is extremely diverse and can contribute to People for 2030 in many ways. For example; UNV digital volunteers, Interns and Entry Level personnel. Consultants have already assisted with the Contract Modalities conversation.

People for 2030 Aims to:

- Share accountability for delivering the strategy to make our own personal contribution to the work of UNDP
- Ensure that managers at all levels are capable of leading and developing people effectively
- Systematically address HR issues and their root cause in a holistic way
- Equip UNDP with modern and effective management tools and policies that will help personnel to feel valued and to give their very best.

What has been achieved so far?

- Approval of HR clustering and OHR reorganization
- Detailed implementation plans and programme governance structure has been approved and are in use
- New Family Friendly Policy has been launched
- A new People Development Governance Group has sat for the first time
- Launch of UNDP's People Managers Certificate
- 360 Feedback and Coaching for UNDP Senior Leaders
- Launch of UNDP's Digital Transformation Learning Path
- Launch of Virtual Career Labs
- Launched Ergopoint- an online tool that will provide basic ergonomic awareness information
- Approval of Contract Modalities orientations for further recommendations
- Internship policy approved pending e- review by OPG

Focus Areas

STRIVE FOR EXCELLENCE IN THE WORK WE DO
A high-performance culture that proactively encourages, recognizes and rewards commitment and excellence

DEPLOY OUR PEOPLE STRATEGICALLY
Improvements in workforce and succession planning to enable UNDP to avail of the right people with the right skills at the right time

TAKE CARE OF OUR PEOPLE
Ensuring that UNDP personnel work in a safe and healthy environment, and that our duty of care as an employer contributes to their self-fulfillment and protects their dignity

ATTRACT AND SELECT TOP TALENT
Positioning UNDP as an employer of choice that is able to hire the very best

HR EFFECTIVENESS AND PEOPLE ANALYTICS
Using HR data to inform decision-making and help UNDP become more efficient and effective at what it does

ENHANCE UNDP'S CAREER EXPERIENCE
Building a more modern and flexible understanding of 'career' with better defined career paths that give personnel opportunities to pursue the career they aspire to

DEVELOP OUR PEOPLE AND PEOPLE MANAGERS
Providing improved opportunities for, and better targeting of, learning and development initiatives so that staff can reach their full potential

FOSTER AND LEVERAGE OUR DIVERSITY
Strengthening an open, respectful, non-discriminatory and inclusive work environment across the entire organisation that reflects the societies we serve

CONTRACT MODALITIES
To ensure that UNDP provides for, and improves, opportunities for our people through a clearer structure of contracts – fair, attractive, simpler and more flexible

People for 2030 will work in conjunction with UNDP's other strategies, transforming the organisation as set out in UNDP's Strategic Vision

PEOPLE FOR 2030

OHR will be redesigned around 12 core functions which are needed to implement People for 2030 successfully:

VESNA DASOVIC: PRIORITY ISSUES FOR STAFF

Staff Priorities:

- Inclusive and respectful workplace
- Delivery (morale, commitment, sense of responsibility, brlonging, SDG implementation)
- Organizational reputation
- organizational Culture
- Quality of Managers
- Workload
- Contractual Modalities and Career Progress (National Staff, Gender)
- Effective Channels and support mechanisms, especially in the field

Staff Council: The best interest of the personnel represented through dialogue and open communication between management and personnel with dignity and respect will foster results.

SIMON HANNAFORD: LEGAL & COMPLIANCE

OPERATIONAL CHALLENGES – LEGAL:

- The Legal Office in UNDP
- The Importance of Legal Issues to your Country Office
- Administrative Law Issues
- Corporate and Institutional Issues
- Diplomatic/Political Issues

THE LEGAL OFFICE IN UNDP:

- Bureau for Management Services
- Two Teams
- Corporate & Institutional (5 lawyers, 1 vacancy)
- Administrative Law (5 lawyers, 2 vacancies)
- Use of templates
- Non-LO lawyers
- Office of Legal Affairs (OLA)

THE LEGAL OFFICE IN UNDP:

- Authority for Country presence and operations
- Functioning Country Office
  - Onboarding of new personnel
  - All stages of project implementation
- Risk identification and mitigation
- Avoidance, early resolution of problems
- Personal accountability – acts and also failure to act
- Disciplinary action

THE LEGAL OFFICE IN UNDP:

- Investigations and Administrative Leave
- Disciplinary processes
- Referral to national authorities
- Service-limited Letters of Appointment
- Administrative appeals
- Unsatisfactory performance
- Termination of appointments
- Internal Justice System
- Privileges and Immunities, waiver
- Arrest and detention
- Court summonses

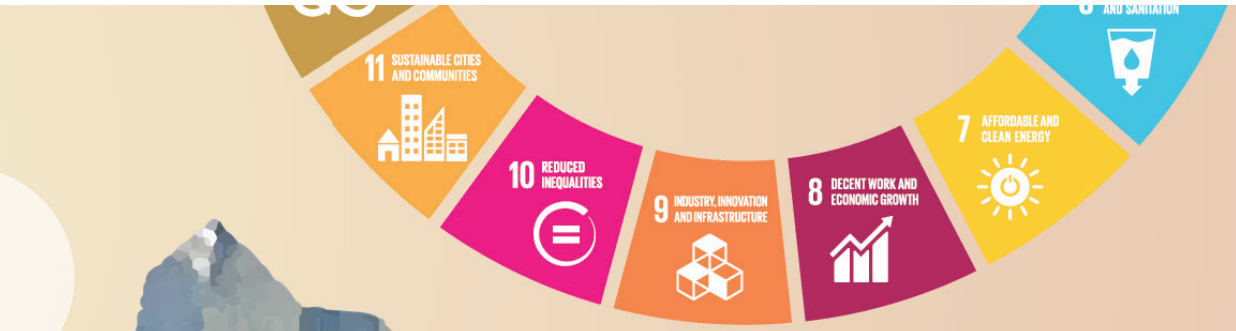
CORPORATE & INSTITUTIONAL

- Contracts
- Memoranda of Understanding
- Financing Agreements
- Claims and arbitration
- Provision of services
- Privileges and immunities of UNDP, Local Law
- Privileges and immunities of non-staff
- Waiver of privileges and immunities
- Partnerships

DIPLOMATIC/POLITICAL ISSUES:

- Standard Basic Assistance Agreement
- Delinking
- Mutatis mutandis
- Host Government issues

PROGRAM OVERSIGHT, PERFORMANCE MANAGEMENT & TALENT MANAGEMENT



Management Services

Finance and Administration

HR & People Strategy

Priority Issues for Staff

Legal & Compliance

RBA Delivery & Diagnostics

UNDP

Appreciative Inquiry

The Essence of leadership is to align your strengths in ways that make a system's weakness irrelevant

- Peter Drucker

CLUSTERMEETINGS

CLOSING SUMMARY

Objective: ***Agreement on priority activities that will facilitate the transformation of RBA's work processes to be included in an evolving 'Solutions Package' (2020-2021).***

This session reviewed some of the big ideas emerging from the two day discussion, key opportunities and challenges. The aim was to contribute to validating UNDP's Offer for Africa by celebrating achievements, recognizing innovation, highlighting potential opportunities and avoiding/mitigating current and emerging pitfalls.

The cluster meeting, from the E-discussions to the nominations for the Innovation Award, to the first of its kind High Level Dialogue hosted by H.E. Nana Akuffo-Addo, to the dialogue with the Administrator and leadership cluster discussion over three days, were enriched by a lot of articulate participants with great ideas.

This incredible experience fostered learning from RBA staff as well as traditional leaders, African Influencers, external experts and leaders in creative industries, environment, trade, and women's entrepreneurship who are already making things happen on the ground.

All these valuable reflections wer useful in shaping our vision of the continent's future. They gave us hope that we can gain ground in connecting Africa and her citizens – young and old -- to knowledge, expertise and experiences for the future of development in Africa. In particular, the 14 countries who submitted 19 innovations that show that UNDP in Africa is at the cutting edge of improving organisational effectiveness, using creative ideas and new ways of engagement to improve program delivery. **Congratulations to the 5 countries who made it for the final selection – Ghana, Liberia, Madagascar, Nigeria, and Rwanda.** These breakthroughs must be communicated more widely.

A key takeaway has been that the theme selected for this year's cluster meeting – Africa's Money for African development: Africa beyond Aid -- resonates with a wide audience. This is because it is a message of Hope for the future. It is evident that African countries are already working towards an Africa beyond Aid, and we as a trusted partner have an important role to play in supporting them more effectively and efficiently.

As the President of Ghana and the UNDP Administrator have emphasized, **we are not saying Africa beyond Aid means Africa without Aid – it means that Aid is finite and must be effectively invested in building the capacity to move beyond Aid.** What is most promising is that UNDP's proposed offer to transform Aid into national assets and harness all our natural assets with people at the centre through more equitable partnerships is timely.

First, the discussion has raised a critical question for all to address – what do we need to do – urgently - in order to accelerate the shift and transformation required for us to meet our partners expectations? Committing to a process of experimentation, continuous learning, adaptation and innovation is particularly important as the offer for Africa will continue to evolve because the world is dynamic with fast-paced technological advancements that may risk making our offer obsolete.

Second, UNDP Africa needs an effective response to the issues raised regarding our delivery, accountability and compliance. We need to become better at managing our operational risks and maintaining our reputation for transparency and accountability which is the basis for continued trust from our partners in government, our beneficiaries and our partners.

Third, it is important to deepen RBA's partnerships in new ways with new actors. UNDP Africa's first supergroup with 15 leaders in business and industry was launched by the President Nana Akufo-Addo. We also aim to do more to partner well through people (super-groups), products (Africa business map) and platforms (events e.g. energy forum).

Finally, looking ahead, the five strategic impact areas and 2 headlight issues have provided RBA with a framework for thinking about the future of development in Africa and our role in supporting "development breakthroughs in Africa that are transformational in their impact on poverty, human development and sustainability".

How RBA lands this offer in the context of our policy and advisory work, our country and regional programs will depend on being more strategic, catalytic and connecting our shared learning and experiences through a real Global Policy and Action Network that harnesses the wealth of knowledge and experiences in every country.

UNDP remains one of the most trusted partners in Africa and as the Minister in Ghana said- they want a "Ghana beyond Aid but not a Ghana beyond UNDP". Our success as UNDP must be measured by the number of lives changed and the connections we cultivate to give people and countries the means to achieve their own development objectives.

The UNDP report *The Scaling Fences: Voices of Irregular African Migrants to Europe* was launched on 12.12.2019 during the Cluster Meeting. The report presents the results of an extensive study exploring the perspectives and experiences of 1970 individuals who migrated through irregular routes from Africa to Europe, originating from 39 African countries. Its aim is to contribute to a better understanding of the relationship between migration and development.

DECENT WORK AND
ECONOMIC GROWTH

1 NO POVERTY
GOOD HEALTH AND WELL-BEING
Beyond Aid
UNDP
UNDP Africa
Cluster Meeting
2019
#NextGenUNDP
#TheAfricaWeWant

A Future Beyond Aid
UNDP
UNDP Africa
Cluster Meeting
2019
#NextGenUNDP
#TheAfricaWeWant

1 NO POVERTY
2 ZERO HUNGER