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Resilient nations.*



REGIONAL PROJECT FOR

AFRICA'S EMERGENCE

**PROMOTING STRUCTURAL ECONOMIC
TRANSFORMATION AND HUMAN DEVELOPMENT**

REGIONAL PROJECT FOR
AFRICA'S EMERGENCE

Promoting structural economic transformation and human development



African Union, Addis Ababa, Ethiopia

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BRIEF DESCRIPTION

The project intends to support Sub Saharan Africa countries to accelerate human and sustainable development, and eradicate poverty as articulated in the 2030 Agenda for Sustainable Development and the African Union's Agenda 2063.

Africa achieved a remarkable economic growth performance, averaging about 5.0 percent during 2001 and 2010; a development which made it possible for 26 African countries to be classified as middle-income countries in 2016, against just nine in 2000. In spite of this achievement, the development process remains fragile. This brings to the fore the challenges of structural transformation, underpinned by inclusive and sustainable growth, human development, and the fight against poverty.

To address these challenges, this Project will emphasize strengthening national and regional technical capacities to: (i) design and implement strategies on emergence; and (ii) share good practices in emergence. The overarching objective is to enhance national capacity to diversify the economy, increase economic value addition, create decent work, promote sustainable livelihoods for all segments of the population and foster sustainable modes of production and consumption.

Objective/Outputs of the Regional Programme

Support Africa to become an integrated, prosperous and peaceful continent, driven and managed by its citizens and an influential player on the international arena.

Growth and development are inclusive and sustainable, by expanding productive capacities that create employment and livelihoods opportunities.

Debates on and actions for development give priority to fighting against poverty, inequality and exclusion.

Indicative Results:

The regional strategic capacities for Africa's emergence are strengthened.

The national capacities for emergence are strengthened.

Total resources required USD 40 M

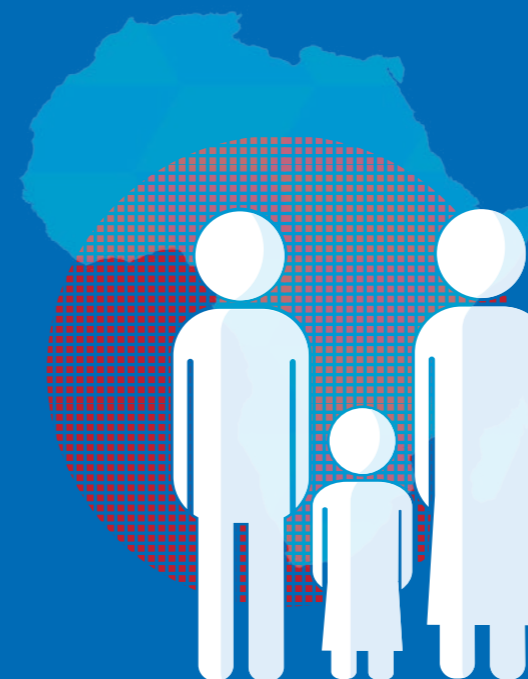
Non allocated resources:

- UNDP TRAC TBD
- o Donors _____
- o Governments TBD
- Unfunded budget:



Solar plant, Rwanda

EXECUTIVE SUMMARY



With an impressive and uninterrupted economic growth of 5 percent per year on average over the last fifteen years, thanks in particular to the implementation of the agenda on the Millennium Development Goals, the continent proclaims loud and clear its resolve to foster a dynamic of economic emergence, supporting structural transformation in the wake of the vision of the African Union, as defined in its Agenda 2063.

The 2063 Agenda for 'a global strategy to optimize the use of Africa's resources for the benefit of all Africans', instils true confidence in Africa to overcome the challenges of development and to explore ways and means to achieve and maintain it sustainably.

Katima Mulilo bridge, Namibia

DEVELOPMENT CHALLENGE

The Economist described Africa as a "hopeless continent" in May 2000, and later, announced the "African Awakening" - as an opportunity that must be leveraged to benefit from the growth of international investments.

The current narrative of the emergence of Africa is however very simplistic, notwithstanding the remarkable achievements of the continent economically, in democratization, and conflict reduction. Over the past 20 years, poverty has declined on average by less than half a point per year. Moreover, the persistence of inequalities continues to cause significant losses in human development, e.g. 34 % per year in Africa versus 23% globally.

In order to consolidate achievements and frame them in a more comprehensive framework to bring out the continent as a new player of full rank at the international level, this dynamic must be accelerated and amplified while going beyond the economic dimension to reposition it on a path that leads to inclusive growth and sustainable human development.

PROJECT STRATEGY

Giving substance to the emergence of the continent requires a holistic approach based on the need to "leave no one behind" and also taking into account the environmental dimension.

In this respect, the project will focus on removing barriers that slow down the emergence of the continent. In particular, the strategy is to strengthen policy and technical capacities of design, planning and implementation of pro-emergence processes. UNDP proposes to enhance the process by pooling expertise at national and regional levels, and documenting and sharing good practices and proven experiences of emerging countries in other regions.

It is expected from the strengthening of strategic planning systems for emergence, the formulation and efficient implementation of development models capable, firstly, of accelerating and diversifying growth while limiting the vulnerability of African economies, and, secondly, reducing rapidly poverty, inequality and marginalization of the most vulnerable. Such an approach will give African countries the opportunity to realize their potential, and create favorable conditions for the achievement of Sustainable Development Goals (SDGs) by 2030.

To contribute to the materialization of these changes, UNDP and its main partners (African Development Bank, World Bank, Think-Tanks and centers of excellence working on Africa, Private Sector) encourage African countries to pool their efforts to strengthen their strategic planning capabilities for emergence. In this context, particular attention will be paid to strengthening the capacities for the development and implementation of strategies and plans of emergence, based on best practices.

The development of other types of partnerships, including South-South and triangular cooperation will facilitate learning from experiences in other parts of the world while ensuring the adaptability of these solutions to local contexts. It will also ensure the sustainability of capacity development initiatives by placing them at the center of the building of real developmental States. Finally, an emphasis will be placed on supporting the sharing of best African practices on emergence.

DELIVERABLES

The catalytic contribution that UNDP in consultation with its partners, will bring to African countries is to strengthen their management capacities of the emergence process. It will in particular:

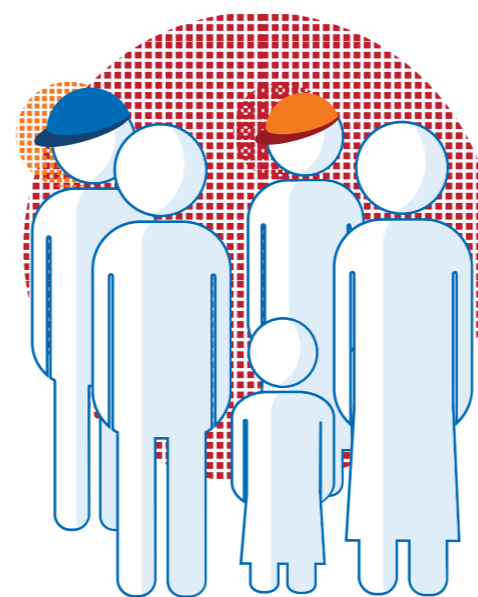
- set up a joint service platform for sharing best practices
- pool expertise and tools, through the promotion of partnerships with research and development institutions,
- organize regular forums on best practices (see box)
- conduct external evaluations of national plans and strategies for emergence as well as institutional and national capacities.

A continental strategic intelligence center and national exchange platforms linking national experts and national excellence centers will be set up to facilitate continuous learning that will benefit from interaction between research and development policies. It will also be organized exchange programs between national institutions and networks of expertise to enhance ownership of proven methodologies and identify best practices at the national level.

All these elements will contribute to the creation of competency networks (practitioners and research centers) in the formulation and implementation of emergence plans and strategies to better share knowledge that will be systematically documented and disseminated, including during biennial conferences.

The project will ensure that capacity development activities target at national level the permanent bodies in charge of the planning and implementation of the process of emergence to prevent the creation of ad hoc bodies. In this perspective, the development of capabilities will aim at building developmental states in order to have an efficient organization with competent and motivated human resources to drive structural change, provide quality basic services and ensure a constructive public-private dialogue.

The first phase of the project will cost USD 40 million and cover the period 2016-2018, with an initial target of 10 countries. To this end, activities will start with a small number of recipients (3-5) before being gradually put to scale. This will allow to take into account lessons learned and to organize a gradual scaling-up of the project.



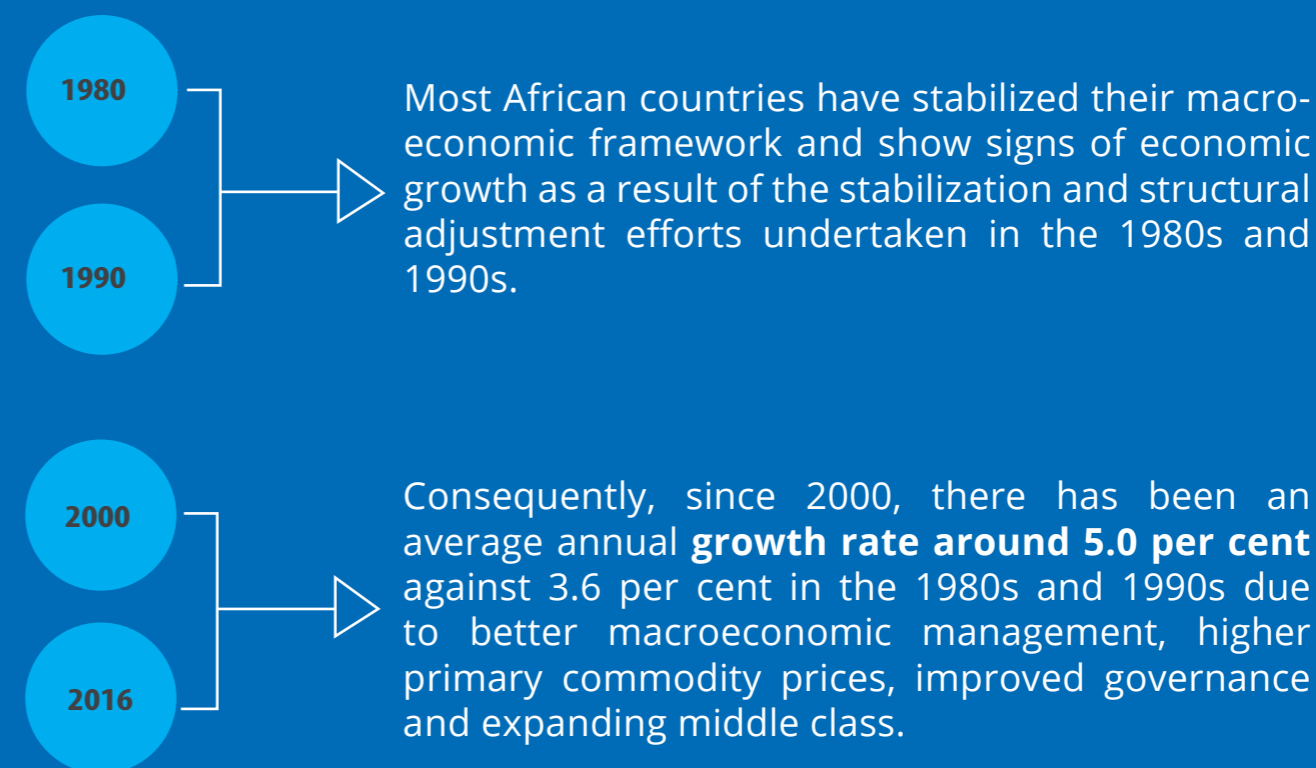
1. DEVELOPMENT CHALLENGES

2015 International Conference on the Emergence of Africa (ICEA)

The first International Conference on the Emergence of Africa (ICEA) was organized in March 2015 in Abidjan by the Government of the Republic of Côte d'Ivoire and the United Nations Development Programme (UNDP), in partnership with the World Bank and the African Development Bank (AfDB).

As recommendations, the Abidjan meeting agreed to: (i) Develop a Strategic Intelligence Centre on the emergence of Africa, (ii) Organize every two (2) years a forum on good practices, including issues relating to developmental states, to changes in production and consumption patterns and the link between emergence and human development, (iii) Set up a High Level Committee to follow up of the Abidjan Declaration.

To sustain this momentum, this project aims to put into practice these recommendations with the main objective of supporting Sub Saharan African countries to drive their structural transformation processes leading to emergence and supporting sustainable and human development.



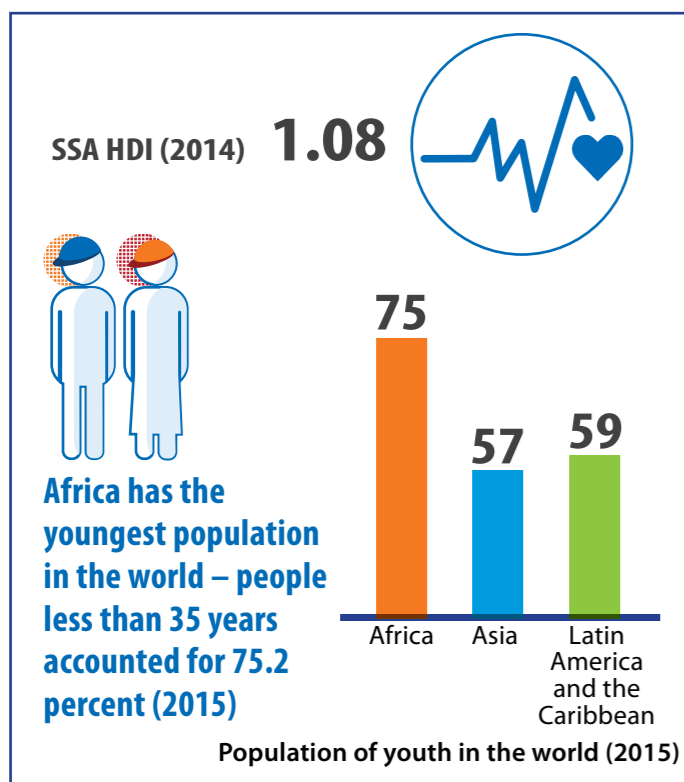
Nevertheless, this growth remains lower than that of emergent and developing countries in Asia (+7.9%) that took advantage of globalization and structurally transformed their economies.

This difference can also be observed in terms of the investment rate (20.5% for SSA in 2010-2015 against 41.4% for Asia), and national savings (17.8% for SSA against 42.8% for Asia). The analyses from the Global Economic Forum show that almost all indicators of competitiveness are unfavourable to sub-Saharan Africa (SSA) when compared to those of emerging and developing countries in Asia. The same is true for overall productivity which represents one of the continent's main weaknesses with a high share of agricultural activities still not benefiting from modern production technologies, and service activities still characterized by a predominant informal sector.

As a result, in most SSA countries, the fundamentals of economic growth remain poorly diversified and vulnerable to various internal and external shocks (commodity prices, epidemics, natural disasters, conflicts, etc.) as shown in the downturn of 2015 (+ 3.8%) due to a drop in commodity prices. The growth model is thus not sufficiently inclusive and has failed to reduce vulnerability to shocks of various kinds. In addition, SSA countries have yet to

initiate a real process that paves the way towards emergence, particularly rapidly accelerating economic transformation, developmental state and human development. This is reflected by, among others, the difficulty of building a dynamic industrial sector based on agricultural - and mining- oriented value chains driven by nationals. This includes the State reorganizing itself to implement development strategies in an efficient, transparent, systematic and participatory manner based on a long-term vision of emergence.

The impact of this growth on the populations thus remains limited. Although the Human Development Index (HDI) of SSA has appreciably improved growing at an annual average of 1.08 percent between 1990 and 2014. During this period, it grew by 29.4 percent. However, its level was only 0.518 in 2014 (HDR 2015), which was well below the world average (0.711). This situation is partially explained by high level of inequality, which contributed to loss of 33 percent in the region's HDI. The slow demographic transition preventing the majority of African countries from reaping their demographic dividends is also another factor. Indeed, the continent has the youngest population in the world – people less than 35 years accounted for 75.2 percent of African population compared to 57.3 and 59.3 percent in Asia and Latin America and the Caribbean in 2015. This youth can be an asset, if properly developed and harnessed for economic transformation and diversification. Otherwise, it becomes a risk to social and political stability.



African citizens are much more aware of their rights and the obligations of governments to provide quality services and to account for their development results. But there is a wide gap between expectations and reality. An important challenge to accelerating African emergence is promoting development state and strengthening social contracts. Addressing this challenge requires the State to give the primacy to economic development and the building of solid administrative capacities to ensure the appropriation of development strategies. The State must also commit to eliminating obstacles to development and to adopting various policies on the regulation of markets, promotion of

exports, industrial development, adaptation and technological progress. This includes managing urbanization and mobilizing domestic resources for structural economic transformation, industrialization and human development. This situation calls for increased leadership capacities to which the African Peer Review Mechanism (APRM) has been contributing to an extent, by having some impact on governance systems in Africa.

Development must be seen within the emergence perspective by ensuring that it is more human, inclusive and sustainable.

From a global perspective, the world economy is in a phase of profound transformation. As a result, official development assistance is limited by the economic constraints that most developed countries face. Moreover, SSA countries still face difficulties in mobilizing domestic resources (18.5% of GDP in 2015 against a global average of 36.4%). Indeed, the various global meetings, notably the International Conference on Financing for Development, have highlighted the important role that domestic resources mobilization plays in the process of emergence.

In this new, uncertain and complex environment, development must be seen within the emergence perspective by ensuring that it is more human, inclusive and sustainable. This calls for SSA countries to rethink their development strategies by leveraging the dynamics of structural transformation focused on inclusive and sustainable growth, based on human development, and driven by developmental state.

Several SSA countries are making efforts to follow this path by expressing their willingness to emerge. This requires planning instruments that can reconcile the demands of the future (implementation of structural transformation based on a long-term vision) with the needs of the present (management of social demands) while taking into account all the negative externalities (risk-informed development). This calls for strong, virile and adroit capacity (human and institutional). The capacity to implement emergence strategies and programmes is quite low. This requires determination and perseverance based on a long term vision; coherent and simultaneous investments in human capital and infrastructure; and continuous policy and institutional reforms aimed at improving competitiveness and productivity. It is a particularly complex process as demonstrated by the discussions

held during the 2015 ICEA, which highlighted the difficulty encountered by SSA countries to overcome this complexity.

Despite this will to shift from poverty reduction strategies and to reposition development using a medium to long-term structural change lens, most national plans are often not well owned and do not benefit from the pooling of efforts and resources, both nationally and regionally. Generally, many SSA countries face capacity issues, which render it difficult to design and implement long term, plans, strategies and reforms effectively as well as monitor and evaluate them efficiently. In post conflict contexts, for examples, the slow pace of structural change mirrors the fragility of reconciliation processes, where many of the underlying causes of civil wars remain unaddressed. The fragility of state-society relations is reflected in persistent inter-ethnic divisions, socio-economic inequality and corruption.

To respond to this African ambition for emergence, in 2012, the 5th annual Joint Ministerial Meeting of the African Union (AU) and the United Nations Economic Commission for Africa (UNECA) requested the Forum of Emerging Markets to carry out the study, *Africa 2050: Realizing the Continent's Full Potential*. This study outlines the challenges that African countries must overcome in order to move towards emergence. Shortly after, the AU adopted its 2063 Agenda for '*a global strategy to optimize the use of Africa's resources for the benefit of all Africans*'. This Agenda instils true confidence in Africa to overcome the challenges of development and to explore ways and means to achieve and maintain it sustainably.

To mitigate the above deficiencies and engage in a concerted manner in South-South and triangular cooperation, an ICEA was also organized in March 2015 in Abidjan by the Government of the Republic of Côte d'Ivoire and UNDP, in partnership with the World Bank and AfDB.

The following recommendations emerged from the Abidjan meeting:

- i **Set up a strategic oversight centre on African emergence.**
- ii **Organize every two years a forum on good practices, notably on issues relating to the developmental state, changes in patterns of production and consumption, and the links between emergence and human development.**
- iii **Set up a High-Level Committee to monitor the implementation of the Declaration of Abidjan.**

To support this momentum, this Project aims to implement these recommendations with the main objective of assisting SSA countries to engage in a structural transformation process that generates human and sustainable development. As such, it will focus on the development of African capacities in strategic planning for emergence, pooling their expertise, documenting and sharing good African practices and learning from best practices developed in emerging countries.

From this perspective, the emergence framework will provide operational guidance to the implementation of the SDGs, the Agenda 2063 of the AU, and the New Partnership for Africa's Development (NEPAD), which the Heads of State and Government adopted to drive Africa's development aspirations. The emergence initiative implies a reorientation of the development model anchored on national ownership, innovation, and partnership and people-centred.

An approach that supports 'SDG and Agenda 2063 based emergence plans', will provide countries with the opportunity to achieve the SDGs by 2030.

2. STRATEGY

The Project will focus on removing bottlenecks that slow down the emergence of the continent.



In particular, it is to strengthen strategic and technical capacities for formulating, planning and implementing the emergence initiative.



By pooling expertise at the national and regional levels, and documenting and sharing good practices and experiences of emerging countries in other regions, including already proven solutions, the Project will help to promote a new model of development focused on structural economic transformation and human development.

The strengthening of the strategic planning systems for emergence should lead to the formulation and efficient implementation of people centered development models that are capable of: (i) accelerating and diversifying growth, (ii) more rapidly reducing poverty, inequalities and the vulnerability of African economies, and (iii) promoting environmental sustainability and good governance.

Such an approach will provide SSA countries with the opportunity to realize all of their potential and to more easily achieve the SDGs by 2030, by supporting "SDG and Agenda 2063 based emergence plans".

UNDP's contribution builds on its strengths and lessons learned over the past decades in supporting strategic planning at both the national and regional levels. Against this background, it is necessary to focus its support on developing capacities that have contributed to generating sustained economic growth since 2000 and to achieving progress towards the SDGs. The support which fully acknowledge the role of women and youth in unleashing Africa's emergence potential has also focuses on operationalizing the African Mining Vision so that its mining resources would be used as a lever to accelerating structural transformation.

South Africa

Moreover, the Project contributes directly to outcomes 1 and 4 of the Regional Programme, which aims at the inclusive economic transformation of the continent. This approach is in line with the UNDP strategic plan, which aims to help countries to simultaneously ensure the eradication of poverty and the significant reduction of inequalities and exclusion. UNDP plans to contribute to the development of an integrated, prosperous and peaceful region, which would be influential on the world stage, a region in which development will be focused on the populations and will build on their potential.

To contribute to the realization of these changes, UNDP and its main partners will help countries to pool efforts to reinforce their strategic planning capacity for emergence.

To contribute to the realization of these changes, UNDP and its main partners – AfDB, World Bank, think tanks and centres of excellence specializing on Africa such as the African Economic Research Consortium (AERC) and African Capacity Development Foundation (ACBF) as well as the private sector – will support the African countries and help them pool their efforts to reinforce their strategic planning capacity for emergence. From this perspective, particular attention will focus on strengthening their capacity to implement the plans developed by building on best practices. This will require bringing significant changes through a better understanding of the

main bottlenecks, which will require conducting studies (analyses, research, capitalization and documentation of knowledge) on best practices that can positively influence the modes of institutional organization and the policy options, as well as strengthen how development programmes are managed.

These changes will also be made through the development of other types of partnerships, including South-South and triangular cooperation and public-private partnership, in order to learn from experiences in other parts of the world while ensuring the adaptability of these solutions to the local context. It will also be necessary to enhance knowledge sharing, knowledge & innovation, and the pooling of expertise so as to foster scaling up and sustainability and develop an endogenous capacity for strategic planning for emergence. Finally, it will be necessary to ensure the sustainability of capacity development initiatives by placing them again at the core of building true developmental states.

This Project will develop synergies with other initiatives supported by UNDP, notably:

- **Regional initiatives such as:** (i) Agenda 2063 of the AU and its implications for the SDGs; (ii) the African Mining Vision; (iii) the annual organization of the African Economic Conference; (iv) the preparation of the Annual Report on the African Economic Outlook; (iv) Africa Platform for Development Effectiveness (APDEV); and (v) the African Peer Review Mechanism (APRM) of NEPAD;
- **Other regional projects of the UNDP Bureau for Africa such as those concerning:** (i) the promotion of inclusive economic transformation in Africa (access to sustainable energy, sustainable natural resources management, strengthening of productive capacity, creation of job opportunities, development of capacities for managing the structural transformation process, etc.); (ii) strengthening democratic governance; and (iii) management of conflict risks and natural disasters.
- **UNDP initiatives at the global level such as the preparation of the Human Development Report (HDR) and the establishment of centres working globally on issues related to those raised at the ICEA of March 2015; this is particularly true of the Istanbul centres (the private sector), Oslo (governance), Nairobi (resilience of ecosystems), Rio de Janeiro (sustainable development) and Singapore (civil service);**
- **Initiatives undertaken at the national level with the support of UNDP country offices that focus on the preparation and implementation of emergence plans.**



The project will contribute to the creation of competency networks in the formulation and implementation of emergence plans and strategies.

3. RESULTS AND PARTNERSHIPS



EXPECTED RESULTS

To strengthen the emergence process, the catalytic support that UNDP, in cooperation with partners, will provide to SSA countries will consist in:

- setting up a joint platforms for sharing good practices;
- pooling expertise and tools by promoting partnership with the research and development institutions;
- developing capacities of key stakeholders to plan, implement and monitor the emergence process.

On the basis of the above, the project strategy will be focused on two outputs, as indicated below:

1. Regional strategic and technical capacities for formulating, planning and managing African emergence strengthened.

Within this framework, it will be necessary to pool the efforts of the various candidate countries for emergence by creating solutions adapted to their development context and by leveraging capitalizing on the experiences in Asia and Latin America. Furthermore, special focus will be placed on development solutions that would build: (i) African value chains, (ii) integration into global markets, and (iii) reduction of poverty, inequality and exclusions.

Another challenge to overcome is to reduce the dependence of most African countries on international expertise in development planning and to identify the best implementation modalities. To this end, the Project will support the development of African capacities in areas related to the issues of emergence by facilitating the planning of technical solutions and the networking of national administrations, research centres and think tanks.

The development of these African solutions will benefit from the strategic oversight of the Center for Africa's Emergence to better understand the opportunities that countries will be able to exploit as well as the threats they will face. In this light, particular focus will be placed on identifying best practices to improve the implementation of emergence plans and strategies, which is one of the weaknesses experienced in most African countries.

Finally, through this channel, the Project will contribute to fill in gaps so as to have the tools for implementing the key principles stated in the African Union's Agenda 2063 at the national level.

1.1. A technical secretariat is set up to support the emergence process

- An action programme based on the recommendations from the biennial conferences is developed and implemented.
- The management of a strategic oversight centre/resource centre is assured with the provision of technical assistance to the requesting countries.

1.2. High-level expertise is mobilized to support the countries in their efforts to strengthen the formulation, implementation, and monitoring and evaluation capacities of emergence programmes.

- A network of African experts on specific areas of emergence is set up.
- Partnerships are established with the institutions and the centers of excellence.

1.3. Mechanisms for progress monitoring are set up to support the emergence process, including data collection, monitoring and evaluation

- A platform on good practices linking experts (from emerging countries and African countries) and centers of excellence in Africa is established to facilitate continuous learning, knowledge sharing and the dissemination of innovation, including implementation strategies, monitoring and evaluation.
- A study fund is set up to conduct analyses, notably on bottlenecks, including data gaps and M&E mechanisms. Focus will also be on measuring the efficiency and quality of experiences in building an emergence process, which were reported in various African countries.
- A biennale forum on good practices is organized during which a report on the emergence of Africa will be published.

The catalytic contribution that UNDP in consultation with its partners, will bring to African countries is to strengthen their management capacities of the emergence process.

2. National capacity to plan, implement, monitor and share experiences on emergence strategies strengthened

In line with the recommendations of the bi-annual conferences, the provision of technical assistance to requesting countries by the Executive Secretariat will focus on strengthening African capacity to analyse issues related to emergence. National capacity must be developed within this framework (government, research centres, universities, etc.) in order to formulate and implement the emergence plans and strategies.

In addition, just as with the APRM, it will be necessary to support countries by facilitating the evaluation of the quality of their plans, including the modalities of their implementation, by teams of independent African experts. This assessment will also include recommendations with respect to international best practices.

Finally, the establishment of national networks of experts and the development of partnerships with national institutions and centres of excellence will facilitate the documentation and dissemination of good practices.

2.1. National teams have strengthened capacities in the formulation, implementation, and monitoring and evaluation of emergence plans and strategies

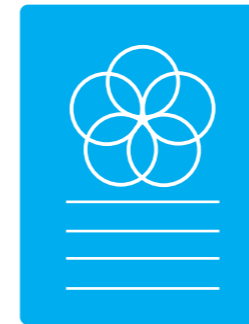
- The capacity to analyse issues related to emergence is developed.
- National capacities to manage the emergence process in line with the principles of the developmental state are promoted.

2.2. Development plans and emergence strategies are assessed

- The evaluation of national emergence plans and strategies is carried out by an external multi-disciplinary team.
- Institutional organization and national capacities are evaluated from a developmental state perspective.
- The implementation of public policies is regularly reviewed from a structural transformation and human development perspective.
- National institutional and human capacities for assessing emergence plans and strategies are identified.

2.3. Concrete proposals are formulated for the development of emergence plans and strategies

- Exchange platforms are set up at the national level to link national experts with the national centers of excellence/oversight and to facilitate continuous learning from both research and action.
- Cooperation and collaboration between the national institutions and networks of competence are privileged for an ownership of the proven methodologies.
- Best national practices in the formulation and implementation of public policies are identified and documented.
- Networks of competences (practitioners and research centres) on the formulation and implementation of emergence plans and strategies are created.
- Concrete and operational options and policies for an inclusive development programme and structural transformation are formulated towards an emergence that creates decent and environmentally friendly jobs.



PARTNERSHIPS

Partnerships and cooperation will be essential to spur the debate on emergence and to mobilize the necessary resources for project implementation in accordance with the guidelines of the Regional Programme of UNDP's Regional Bureau for Africa (RBA). Accordingly, complementarity will be sought with other initiatives carried out by the United Nations in Africa and globally with the resources of African countries and key technical and financial partners.

Partnerships and cooperation will be essential to spur the debate on emergence and to mobilize the necessary resources for project implementation

The Project will establish or strengthen synergies with different actors at the regional and national levels while mobilizing government resources, development partners, and non-state actors, in particular from the private sector and think tanks. Formal agreements will be signed with the African Union organizations (African Union Commission, NEPAD and Regional Economic Communities).

The Project will develop collaboration with various institutions working on issues of African development, such as:

- AfDB, whose 2013-2022 strategy aims to support an inclusive and sustainable growth through the set-up of infrastructures, regional economic integration, the development of the private sector, governance and the ownership of technology. As part of this partnership, particular attention will be given to the use of AfDB's African Development Institute for the development of competences; synergies will also be developed through the cooperation programmes of AfDB member countries;
- The World Bank, which works in most of these member countries, notably in Africa, to promote shared prosperity and to fight against inequalities. In this context, it will be necessary to ensure that the commitment of emergence of most SSA countries is to eradicate poverty and reduce inequalities. At this level, the Project will benefit from the knowledge base developed by the World Bank on the issues of inclusive and sustainable growth, the reduction of poverty and inequalities and institutional development;
- The African Union Commission is a critical partner for the emergence of Africa. The implementation of the 2063

Agenda and its first ten year implementation plan as well as other development initiative with strong linkages with the emergence process will also attract strong partnership with the emergence framework.

- The United Nations Office for South-South Cooperation (UNOSSC) and UNECA;
- institutions, think tanks and centres of excellence working in Africa, such as the African Economic Research Consortium (AERC) and the African Capacity Building Foundation (ACBF);
- Regional Economic Commissions (ECOWAS, SADC, COMESA, EAC and ECCA) which triggered a new dynamic to the process of economic integration and have capitalized sound experience in formulating regional policies in various sectors;
- Networks of expertise comprising Africans working in international organizations;
- African high-level expertise from the corporate world.



RISKS AND ASSUMPTIONS

This Project aims to strengthen the capacities of African countries in carrying out their emergence process. Accordingly, the sustainability of these capacities will require the commitment of African political leaders through the pooling of resources (human and financial). It will also require the commitment of African administrations and research centers to operate through networks in order to develop endogenous capacity in formulating and implementing emergence plans.

Accordingly, project implementation will include mechanisms to manage some risks that could hinder the success of this regional initiative.

Table 1 identifies some of these risks as well as the measures envisaged to mitigate them.

Table 1: Risks and mitigation measures



Risks	Type of risk	Mitigation measures
Lack of political commitment of African leaders to follow up on the commitments adopted at the ICEA of March 2015, notably to set up a high-level committee.	Political	Promptly set up a select group of Heads of State responsible for launching the high-level committee and to ensure the political backing of the Project. Ensure the linkage with the African Union in order to include this initiative as one of the tools for the implementation of the 2063 Agenda.
Political or national considerations in the selection of expertise responsible for directing the operations of the Technical Secretariat.	Political/ Technical	Set up a transparent selection process for members of the Technical Secretariat.
Weak commitment of partners in supporting the rollout and implementation of the emergence programme	Political/ Technical	Develop a clear role and responsibility for each partner.
Lack of African expertise on issues related to emergence.	Technical	Capitalize on South-South and triangular co-operation to strengthen the national capacities of African countries as well as lessons learned of the African countries already involved in the process.
Difficulty of developing an inclusive plan for emergence	Political/ Technical	Develop a communication strategy aiming at boosting civic engagement and partnership between governments and national private sector
Lack of capacity to link the African research centers and the public administration in order to pool efforts in carrying out the emergence process.	Technical	Involve the African institutions such as the African Economic Research Consortium (AERC) and the African Capacity Building Foundation (ACBF) that are umbrella African research institutions.
Preference of some African governments to request expertise of the major international consultancy firms.	Technical	Promptly show, during the first year of implementation, that the Project can mobilize and pool quality African expertise at highly competitive costs. Capitalize on UNDP's role as an impartial advisor of African governments.
Low capacity to mobilize all resources needed for implementing the Project	Political/ technical	Strengthen the partnership with the World Bank and the AfDB. Ensure the commitment of African countries, notably those hosting the organization of the ICEA, and the country hosting the Technical Secretariat to provide at least 25% of the project budget.
Lack of sustainability of activities	Technical	Prepare at the beginning of project implementation an exit strategy promoting the development of national capacities and relying on the principles of the developmental state, on the one hand, and the commitment of governments to secure public funding, on the other hand.



INVOLVEMENT OF STAKEHOLDERS

The idea of the ICEA was launched in Côte d'Ivoire under the leadership of the Head of State, with a view to pool efforts and share experiences. This initiative aims to lift as many African countries as possible out of the category of least developed countries to the category of high middle-income countries. While maintaining the leadership of Côte d'Ivoire, it would be opportune to expand it into an Africa region initiative at first by requesting some Heads of State to support the initiative of their Ivorian counterpart, with the ultimate aim of turning it into an African Union initiative to support the implementation of Agenda 2063 "The Africa We Want".

In this light, a high-level committee will initially be set up, composed of selected Heads of State, the AU, UNDP, the World Bank and AfDB, to which will be added the Head of State of the candidate country that will host the 2019 Conference. This committee of Heads of State will be responsible for:

- laying out the broad lines of the work of the Executive Secretariat;
- facilitating the membership of their peers and the mobilization of resources.

To facilitate the work of this high-level committee, a ministerial committee will be set up. It will consist of Ministers responsible for the planning and development of the countries represented in the high-level panel. Its role will be to:

- serve as an interface between the high-level panel and the Executive Secretariat;
- inform their peers during the African Union Ministerial Meetings;
- ensure the follow-up of the recommendations of the Declaration of Abidjan on the emergence of Africa and recommendations of the forums on good practices.

The high-level committee will be assisted by African Union representatives, Regional Economic Communities (RECs), and partner organizations, notably UNDP, World Bank and AfDB.

Finally, the high-level committee will recur to top Africans leaders for support in backing the Project.



SOUTH-SOUTH AND TRIANGULAR COOPERATION

One of the mobilization instruments for the Project will be the promotion of South-South cooperation (extended to all the emergent countries of Asia and Latin America) and triangular cooperation to learn from the successes and failures of initiatives conducted in other parts of the world or in some African countries. Lessons learned from other partnerships like BRICS that brings together Brazil, Russia, India, China and South Africa could be usefully capitalized in the project. While ensuring that country candidates for emergence capitalize on the lessons learned from these experiences, this cooperation will, however, also work to ensure that solutions be adapted to the African development context of SSA. Also, it will be necessary to facilitate technical cooperation programmes (access to networks and capacities) and test innovative ideas.



KNOWLEDGE SHARING

National exchange platforms linking national experts and national centers of excellence /oversight will be set up to facilitate continuous learning, which will benefit from interaction between research and development policies. Exchanges between national institutions and networks of competence will also be organized to strengthen ownership of proven methodologies and identify national best practices.

All these elements will contribute to the creation of networks of competence (practitioners and research centers) in the formulation and implementation of emergence plans and strategies to better share knowledge, which will be systematically documented and disseminated, including during the biennial conferences.



SUSTAINABILITY AND UPSCALING

Capacity development is a continuous long-term process. Also, the Project will incorporate the concept of sustainability. Accordingly, it will ensure that the capacity-building activities will target, at the national level, the permanent structures in charge of the planning and implementation of the process of emergence to prevent the creation of ad hoc structures.


Accordingly, capacities will be developed in line with the building of developmental states in order to have an efficient organization with competent and motivated human resources to drive structural change, provide basic quality services, and ensure a constructive public-private dialogue.

This platform will be gradually implemented in order to better own the process, which is new to most SSA countries, and also to test approaches and tools, including on-line training programs on emergence planning, before disseminating them. To this end, the start-up activities will be conducted with a small number of recipient countries (three to five) before gradually shifting to full scale. This will take into account the lessons learned and the Project's ability to mobilize human and financial resources.



4. PROJECT MANAGEMENT

The Project will be implemented with contributions from:

- 
- the host country of the Executive Secretariat;
 - the candidate countries for the organization of biennial conferences on the sharing of best practices;
 - international organizations (e.g. AfDB, World Bank, and UNDP that are the main partners of the initiative), as well as foundations concerned with the issue of Africa's emergence.
 - Voluntary contributions by member states, including funding their participants in biennial Conferences.

These various contributions will have implications for management arrangements, which will be defined in the greatest detail possible. In order to ensure cost effectiveness and efficiency of the Project, the resources of the partners and of the network of UNDP's country offices will be pooled.

PROJECT MANAGEMENT

To direct this platform of services, a light structure will be established in Abidjan, with the Executive Secretariat composed of three experts to develop a strategic oversight center on African emergence and to develop a platform for sharing good practices on the issues of emergence. Part of the operation costs of this Secretariat will be borne by the host country in order to render it operational as soon as possible.

The Executive Secretariat will also be responsible for facilitating the systematic pooling of key partner resources, including identified research centers/institutions as well as those of recipient countries. Accordingly, it will rely on a regular consultation mechanism with high-level African experts.

The Conference will focus on the exchange of best practices among African countries and between these countries and those of Asia and Latin America, and will be held on a rotational basis. The second meeting, to be held in March 2017, will take place in Abidjan in order to better understand the organization of the 2015 Conference, and to better establish the process of sharing best practices and consolidate the Executive Secretariat based in Abidjan.



Giving substance to the emergence of the continent requires a holistic approach based on the need to "leave no one behind" and also taking into account the environmental dimension.

Harare

5. THE RESULTS AND RESOURCES FRAMEWORK

Outcomes as specified in the Results and Resources Framework of the Regional Programme: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (Outcome 1 of RBA Regional Programme); Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles (Outcome 4 of RBA Regional Programme and Outcome 7 of the Strategic Plan).

Outcome indicators such as those specified in the Results and Resources Framework of the Regional Programme, including baselines and targets:

1. Number of countries adopting and integrating the 2030 Development Agenda in the national plans and budgets
2. Number of countries adopting the 2063 Agenda into their national plans and strategies and annual budgets.
3. Biennial conferences organized and follow up actions monitored.

Indicative outputs of the Regional Programme:

1. Regional, sub-regional and national plans to address poverty eradication and the reduction of inequalities and exclusion are synergized, sustainable and risk-resilient (including social, economic, political risks and ecological shocks).
2. South-South and triangular cooperation are established and strengthened for development solutions.
3. Mechanisms are set up to generate and share knowledge about development solutions.

Outcome of UNDP's Strategic Plan: Outcomes 1 and 7: Growth and development and inclusive and sustainable; Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

Project title and Atlas Project number:

THE RESULTS AND RESOURCES FRAMEWORK				
Output	Output indicators	Activities	Role of partners	Inputs (US\$)
Output 1: Regional strategic and technical capacities for formulating, planning and managing African emergence strengthened	1.1 Implementation rate of the recommendations of the biennale conferences Baseline 2015 - 0 Target 2016 - 30 Baseline 2017 - 50 Target 2018 - 100	<p>1.1.1 A technical secretariat is set up to support the emergence process</p> <ul style="list-style-type: none"> An action programme based on the recommendations of the biennial conferences is developed and implemented Leadership of the strategic oversight centre/resources centre is assured through the provision of technical assistance to requesting countries <p>1.1.2 High-level expertise is mobilized to support the countries in their capacity-building efforts</p> <ul style="list-style-type: none"> A network of African experts is set up. Partnerships are established with the institutions and centres of excellence. <p>1.1.3 Mechanisms are set up to support the emergence process</p> <ul style="list-style-type: none"> An exchange platform is set up on good practices linking experts and centres of excellence in Africa and elsewhere to facilitate continuous learning and knowledge sharing, and to promote innovation for an emergence that includes experts from emerging countries, African countries, development institutions and research centres. A study fund is set up to conduct analyses on the bottlenecks, the ineffectiveness and the quality of development experiences and emergence building with a practical orientation. A biennial forum on good practices is organized. 		<p>Staff of the oversight centre) (5,000,000)</p> <p>Experts and consultants to support the States (8,000,000)</p> <p>Biennale conferences and consultations (3,000,000)</p> <p>study funds (6,000,000)</p> <p>Publications, communications (1,000,000)</p> <p>Total 23,000,000</p>
	1.2. Number of countries that have developed an operational emergence strategy with the support of the oversight centre Baseline 2015 - 0 Mid-term target 2016 - 3 Mid-term target 2017 - 6 Target 2018 - 10			

Output	Output indicators	Activities	Role of partners	Inputs (US\$)
Output 2: National capacity to plan, implement, monitor and share experiences on emergence strategies and programmes strengthened	2.1 Number of countries that have benefitted from capacity-building support Baseline 2015 - 0 Mid-term target 2016 - 5 Mid-term target 2017 - 15 Target 2018 - 20	<p>2.1.1. The national teams have strengthened capacities in formulating and implementing emergence plans and strategies</p> <ul style="list-style-type: none"> Development of analytical capacity on issues linked to the emergence: (i) identifying structural transformation drivers and risk factors (development taking into account risk); (ii) analysing bottlenecks, notably those in implementation; and (iii) formulating options and policies. Support to the development of national capacities in managing the emergence process in accordance with the principles of the developmental state: (i) administrative restructuring (leadership, modes of organization, including governance structures, accountability, public-private dialogue and regulation); (ii) capacity of national institutions to plan and implement the emergence plans and strategies; (iii) training in the implementation of emergence policies; (iv) identification of national best practices; and (v) adaptation tools and methodological guidelines developed at the regional level, capitalizing on best practices on the formulation and implementation of emergence plans and strategies <p>2.1.2. The development plans and emergence strategies are assessed</p> <ul style="list-style-type: none"> Evaluation by a multidisciplinary team of the emergence plans and strategies. Evaluation of the institutional organizations and national capacities from the developmental state perspective. Review of the implementation of public policies from the perspective of structural transformation and human development. Identification of national institutional and human capacities in the evaluation of emergence plans and strategies. 		<p>Missions (3,000,000)</p> <p>Training (12,000,000)</p> <p>Publications (2,000,000)</p> <p>Total 17,000,000</p> <p>Monitoring costs:</p> <p>Evaluation costs:</p>
	2.2. Number of development plans evaluated Baseline 2015 - 0 Mid-term target 2016 - 3 Mid-term target 2017 - 6 Target 2018 - 10	2.3 Number of functional discussion spaces Baseline 2015 - 0 Mid-term target 2016 - 5 Mid-term target 2017 - 15 Target 2018 - 20		

6. MONITORING AND EVALUATION

Output	Output indicators	Activities	Role of partners	Inputs (US\$)
Output 2: continued		<p>2.1.3. Concrete proposals are formulated for the development of emergence plans and strategies</p> <ul style="list-style-type: none"> Set up of national exchange platforms using national experts and national centres of excellence/oversight to facilitate continuous learning in research and action. Organization of a collaboration/collaborative platform between the national institutions and the network of competences for ownership of the proven methodologies. Identification of national best practices in the formulation and implementation of public policies. Creation of networks of competences (practitioners and research centres) in the formulation and implementation of emergence plans and strategies. The formulation of concrete and operational options and policies for an inclusive development programme as well as a structural transformation for an emergence that creates employment and is environmentally friendly. 		

In line with UNDP's programming policies and procedures, the Project will be monitored through the monitoring and evaluation plans, as shown in the table below.

Monitoring activity	Purpose	Frequency	Expected activities	Partners	Costs
Monitoring of progress of the results	The data on the progress of the result indicators in the Results and Resources Framework will be collected and analysed in order to assess the Project's progress in implementing the selected activities.	Quarterly or in line with the Resources and Results Framework.	Progress that is slower than planned will be addressed by the Project's management team.		
Risk monitoring and management	Identify the specific risks that may threaten the achievement of targeted results. Identify measures of monitoring risk management using a risk log. This includes monitoring measures and plans that could have been requested according to UNDP's social and environmental standards. The audits will be conducted in compliance with UNDP's audit policy and financial risk management policy.	Quarterly	The risks are identified by the Project's management team and measures are taken to manage the risk. The risk log is systematically kept in order to track identified risks and measures taken.		
Learning	Knowledge, good practices and lessons learned will be regularly documented, and actively shared with other projects and partners, and integrated in the Project.	At least annually	Relevant lessons learned will be captured by the Project Team and used to inform management decisions.		

Monitoring activity	Purpose	Frequency	Expected activities	Partners	Costs
Annual review of the quality assurance of the Project	The quality of the Project will be assessed according to UNDP's quality standards to identify its strengths and weaknesses and to inform decision making in order to improve project management.	Annually	The strengths and weaknesses will be reviewed, and this analysis will be used to inform decision making and improve the Project's performance		
Review and make corrections as needed	The internal review of data and the evidence of all monitoring is carried out to inform decision making.	At least annually			
Project report	A progress report will be presented during regular reviews of the Project and to key stakeholders. It will consist in analysing the progress indicators, showing the results obtained with respect to the annually pre-defined targets (objectives). A risk table will be updated regularly with risk reduction measures.	Annually, and at the end of the Project (final report)			
Project review (Monitoring Committee)	The Project Management Team will review the Project's performance and assess the annual work plan. In the final year of the Project, a final review of the Project will be organized in order to document lessons learned and to discuss opportunities for upscaling project results.	At least annually	The expected concerns over the quality and slowness in the progress should be discussed by the Project Management Team.		

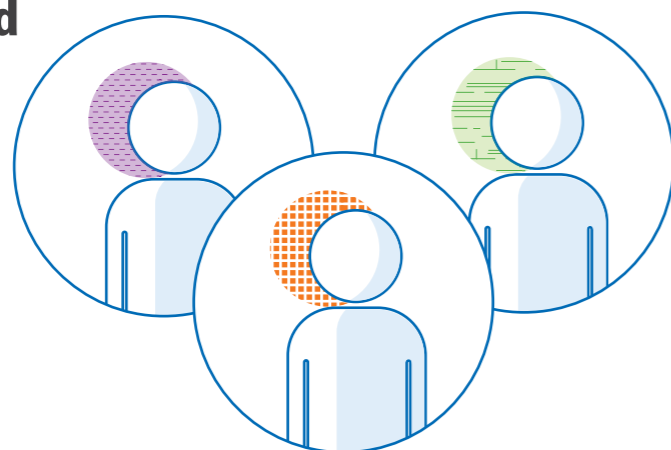
EVALUATION

Evaluation title	Partners	Outputs of the Strategic Plan concerned	UNDAF/CPD Outcomes	Date of planned implementation	Main stakeholders of the evaluation	Cost and source funding
Mid-term project evaluation	Ministry of Planning			June 2018	UNDP	



Light rail system recently commenced operations in Addis Ababa, Ethiopia (photo: Wikipedia)

Project Board



Project Board		
World Bank, African Development Bank, African Union Commission	RBA Director, RSCA Director, RC/RR Côte D'Ivoire	Think Tanks

Regional Programme Coordinator



Programme Manager: Regional Cluster Leader, Inclusive Growth and Sustainable Development



Programme Management Team:
 1 Project Manager - Industrial Development expert
 1 Expert in Governance of Public Institutions
 1 Expert in Labour/Youth Employment

Programme Assurance:
 RBA, RSCA



Programme Support:
 Operations/Procurement Specialist/Finance Specialist

7. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The Project Document contributes to the achievement of the objectives of the Regional Programme Document (RPD) for Africa 2014-2017. It was prepared under the direction of Regional Bureau for Africa (RBA) following a consultative process involving the African Union Commission, Regional Economic Communities (RECs), international organizations, think tanks, the Regional Service Centre and country offices.

The Director of the RBA establishes the strategic direction for the regional programme to support its implementation. He is supported in this role by the Deputy Regional Director and assisted by his Special Adviser. The Director of the Regional Service Centre has overall responsibility for managing the Regional Programme.

The Regional Director will lead project management with the support of the Director of the Regional Service Centre, the UNDP resident representative in the country where the Secretariat of the Project will be hosted, and key partners like the World Bank and the AfDB. They will be responsible for the implementation of the respective activities of the Project and collectively contribute to the results of the Regional Project Document. The accountability framework of the Regional Programme and the business processes, which will guide the management of this Project, will play an essential role in the team responsible for the inclusive growth of the Regional Service Centre in promoting the inclusion of all relevant stakeholders in both the RBA and headquarters.



*Empowered lives.
Resilient nations.*

**United Nations
Development Programme
Regional Bureau for Africa**