



*Empowered lives.  
Resilient nations.*

# **AFRICA'S PROMISE:** The UNDP Renewed Strategic Offer In Africa



*January 2020*

## 1. Overview

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.

From a corporate standpoint, the Strategic Offer is driven by the SDGs framework and grounded in UNDP's Strategic Plan (2018-2021). The Strategic Offer 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 Strategic Offer aims to strengthen UNDP's position as Africa's premier ENABLER and INTEGRATOR for the [2030 Sustainable Development Agenda](#) and the 2063 Agenda. A key rationale for renewing our offer is found within the continent itself. Africa is at an extraordinarily critical juncture. Facing multiple possible futures, ranging from the grim to the golden, the continent has a short window of opportunity to trigger economic transformation that delivers equitable, substantial, sustainable and lasting change for all its citizens. At the heart of the Offer, is the desire to shift the narrative away from a problem lens, to one that accentuates Africa's promise. An important feature is a renewed approach to engage countries, not as mere recipients of development assistance, but as valued hosts and development agents with inherent strengths and assets that can be strategically leveraged towards shared goals. Through this lens of optimism, we draw inspiration to re-think how we optimize UNDP's vast presence, impressive global knowledge network and unwavering trust capital to accelerate transformative and inclusive development in Africa. Another key consideration in renewing the Offer to Africa, is the UN Development System (UNDS) Reform, including the review of its regional assets. With significant implications for UNDP country and regional presence, the UNDS reform demands a realignment and renewal of UNDP's offer in its largest regional bureau. UNDP sees this as an opportunity to renew and reinforce UN coalitions for change.

In practical terms, the Offer, which flows from UNDP's SIX SIGNATURE SOLUTIONS, is organized around SIX STRATEGIC IMPACT AREAS: **1) Natural Resource Governance; 2) Youth Employment and Empowerment; 3) Structural Economic Transformation; 4) Sustainable Energy; 5) Climate**

**Change; and 6) Peace and Security.** It is underpinned by SIX FOUNDATIONAL ENABLERS: 1) **Governance of Things;** 2) **Digital Transformation;** 3) **Sustainable/Innovative Financing;** 4) **Strategic Communication and Partnerships;** 5) **South-South Cooperation;** and 6) **Development Intelligence.**

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.

The evolution of the Strategic Offer results from months of internal consultation within UNDP's Regional Bureau for Africa (RBA) and its corporate entities, and is informed by two comprehensive needs assessments conducted in West and Central Africa and East and Southern Africa during 2019, which included consultations with UNDP's partners in those regions including sub-regional and regional entities.

Guided by the core principle that the Africa region is not homogenous<sup>1</sup>, 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 Renewed Strategic Offer benefits from decades-long development experience on the continent which has generated invaluable lessons, among them, the fact that the imperative of transformation needs an understanding that the power and potential to change outcomes lies within the communities and nations themselves and indeed within the African continent. UNDP's Renewed Strategic Offer serves to support African countries and peoples, not only to take ownership of their development agenda, but also to more effectively manage old and new partnerships towards optimal utilization of available resources to abolish poverty in all its forms and dimensions.

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<sup>1</sup> 'Africa region' in this document refers to the 46 countries covered by UNDP's Regional Bureau for Africa

## 2. Strategic Offer Illustrated

### Vision and Mission

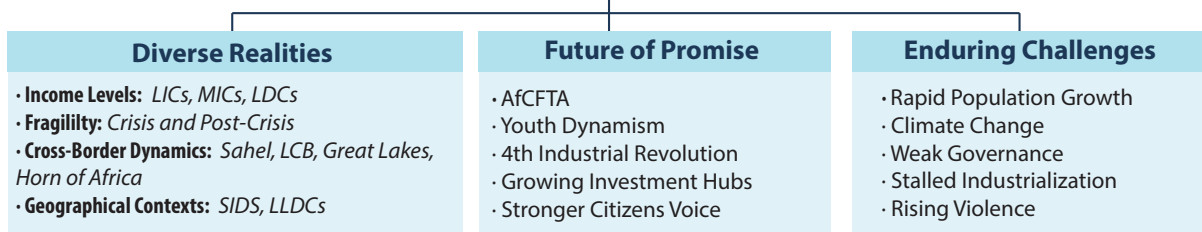
#### Vision:

The vision of the UNDP Strategic Plan is “to help countries achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to shocks”.

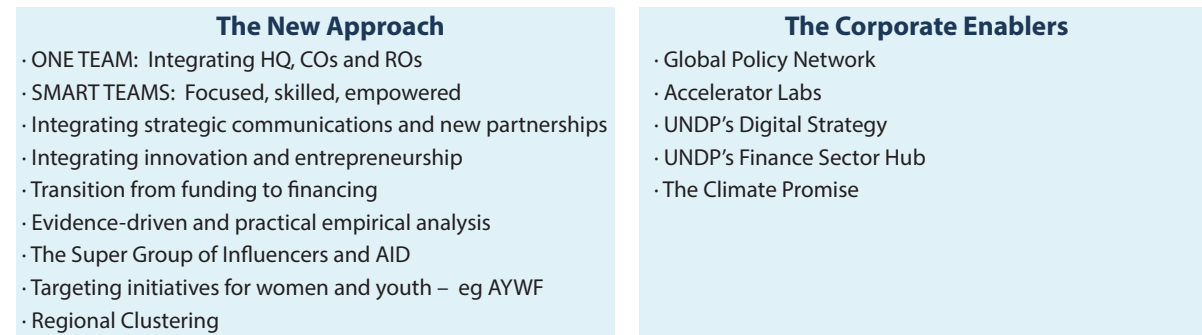
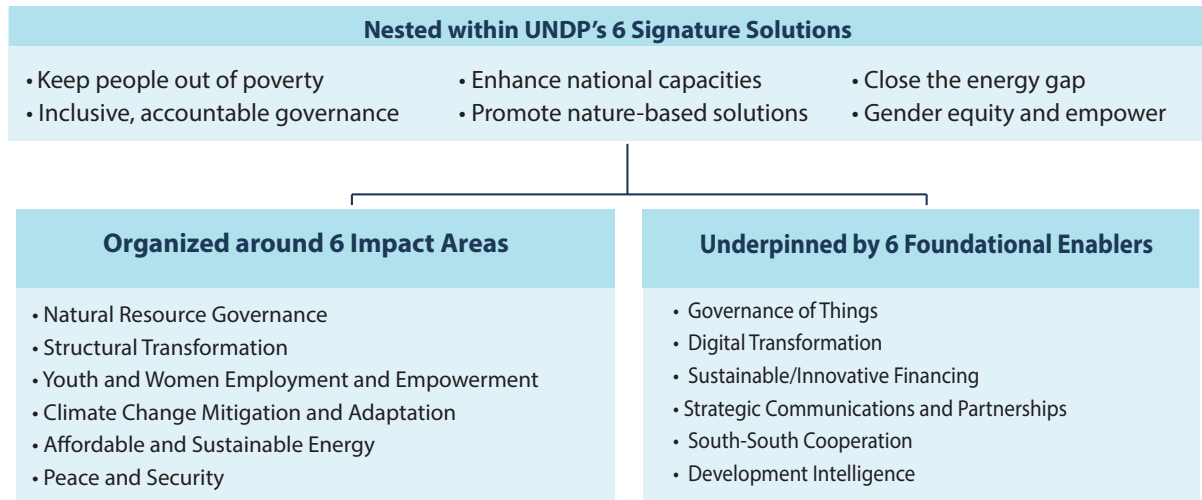
#### Mission:

The mission of the UNDP Renewed Strategic Offer in Africa is to enable the acceleration of Sustainable Development Goals in Africa in the Decade of Action

### The Development Context



### The Overarching Framework



### 3. The Development Context

#### Tailwinds - Driving Development in Africa

##### Growing Economies

Average rates of economic growth in Africa have been encouraging over the past two decades. Between 2000 and 2016, sustained growth has led to a 25% increase in GDP with at least 27 African countries now at middle – and high – income status. Between 2019 and 2023, six of the 15 fastest growing economies will be from Africa<sup>1</sup>. Rising household incomes and the dynamic young population are adding to the growing and vibrant African middle class. The entry into force of the [AfCFTA](#) will position the continent as a major production hub and a global trading bloc. This is expected to boost intra-African trade by as much as 25% by 2040 and trigger an estimated [\\$6.7 trillion](#) in consumer and business spending<sup>2</sup>. Reforms in the business environment across the continent have positioned Africa as an increasingly attractive destination for Foreign Direct Investment (FDI), with some of the highest global returns on FDI at 11.4% for Africa compared to a global average of 7.1%<sup>3</sup>. However, the aggregate and average figures mask heterogeneity in growth rates. For instance, growth in the resource-intensive countries such as Nigeria and South Africa is projected to remain weak. Although many African countries are reaping the benefits from decades of investment, others are near the bottom of the global value chains. Africa's integration into the global economy remains uneven.

##### A Continent of Wealth

Africa is host to [60%](#) of the world's uncultivated arable landmass, the second largest and longest rivers (the Nile and the Congo) and the second largest tropical forest in the world is in the Congo Basin<sup>4</sup>. Africa's fisheries and aquaculture sector alone add \$24 billion to the continent's economy annually and 30% of all global mineral reserves are found in Africa, with Democratic Republic of the Congo accounting for 58% of the world's cobalt in 2017 while South Africa accounted for 69.6 % of production of the world's platinum in 2016<sup>5</sup>. In addition, Africa's population is expected to double by 2050. Its working population, which is expected to increase by 20 million each year until 2030, could provide the necessary human capital for growth in underdeveloped sectors such as agriculture, manufacturing and services<sup>6</sup>. Yet the full potential to raise living standards hinges on a step change in the capacity and governance required to effectively manage the continent's rich natural and human capital wealth.

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1. These are Ethiopia, Rwanda, Cote d'Ivoire, Tanzania, Senegal and Ghana. See the IMF's 2019 Regional Economic Outlook.

2. UNCTAD, 2019, Economic Development in Africa

3. See Odusola, A.F. 2018. Investing in Africa is sound business and a sustainable corporate strategy. Africa Renewal.

4. NEPAD Comprehensive Africa Agricultural Development Program, November 2002

5. Gertjan de Graaf and Luca Garibaldi, 2014, The Value of Africa's Fisheries, FAO Report, FIPS/C1093, AfDB, 2016, Catalyzing Growth and Development through Effective Natural Resource Management, Africa Natural Resources Center, African Development Bank

6. Emi Suzuki, The World's Population will Reach Nearly 10 Billion by 2050, World Bank Blog, July 18, 2019

## Human Development

According to the [2019 Human Development Report \(HDR\)](#), African countries have seen great improvements in human development with improved living standards for a growing number of Africans. Life expectancy is rising and more people have access to health and education. For the first time since the launch of the SDGs, more Africans are now less likely to fall or be born under extreme poverty.<sup>7</sup> The gap in basic living standards is narrowing, with an unprecedented number of people escaping poverty, hunger and disease. Between 1990 and 2018, life expectancy increased by more than 11 years. For the first time in history, an African country – Seychelles – has moved into the very high human development group. Four (4) countries – Botswana, Gabon, Mauritius and South Africa – are now in the high human development group. Twelve (12) countries – Angola, Cabo Verde, Cameroon, Congo, Equatorial Guinea, Eswatini, Ghana, Kenya, Namibia, Sao Tome and Principe, Zambia, and Zimbabwe – are in the medium human development group. All of this means that there are important improvements in the quality of life in Africa – However, a few countries have seen no progress at all, reminding us that much more needs to be done in raising incomes and improving access to health and education.

## Improved Governance

Over the last 10 years, 34 African countries, home to 72% of Africa's citizens, have experienced improvements in institutional, political and economic governance<sup>8</sup>. The prevalence of sustained peace and inclusive government in the region is on an upward trend; although vulnerability, fragile contexts and conflict remain pervasive in the Horn, the Sahel and the Lake Chad Basin Region, driven by competition for natural resources; exclusion; migration; violent extremism and inequality. Strengthening the institutional ecosystem for transformation, addressing governance deficits and promoting resilience to endogenous and external shocks is required to mitigate a broad spectrum of risks and enable peace and stability for sustained development progress.

## Expanding Digital Landscape

African countries recognize the promise of the [Fourth Industrial Revolution \(4IR\)](#). For example, between 2018 and 2025, unique mobile subscriptions are predicted to increase from 456 million to 623 million representing [50%](#) of the region's population<sup>9</sup>. There is an emerging consensus that digital technologies could enable unprecedented advancements in societal transformation. The benefits and opportunities created by technology flow disproportionately to early adopters and countries with robust digital infrastructure and will impact the future of global power. Africa can fast-track efforts to ensure that advancements ushered in by emerging technologies are better managed to benefit everyone, with deliberate focus on those who are often in the margins of progress: women, youth, minorities, in order to ensure inclusive growth

7. Brookings "Poverty in Africa is now falling – but not fast enough".

8. Landry Signe and Ameenah Gurib-Fakim, 2019, Africa is an opportunity for the world, Africa in Focus, Brookings Institution, January 2019

9. GSAM Intelligence, 2019, The Mobile Economy: Sub-Saharan Africa 2019



and development. Africa's ability to harness these capabilities requires a whole of society approach and leadership to leverage science, technology, and innovation.

## *Headwinds - Impeding Progress in Africa*

### **Rising Inequality**

The 2019 HDR highlights the multi-dimensional nature of the new inequality challenges Africa will face in the future. While sustained growth has pushed at least 27 African countries into the middle- to high-income status, this growth has been largely jobless. Many Africans, particularly youth and women, continue to be left behind - a worrying sign of persistent inequality. In fact, 10 of the 19 most unequal countries in the world are in Africa<sup>10</sup> and it is particularly concentrated among Southern African countries. To date, 571 million Africans live in multi-dimensional poverty with 160 million of these found in Africa's middle-income countries. If current trends persist, UN DESA estimates that by 2030, 88% of the world's poor (414 million people) will be in Africa<sup>11</sup>; which will also be home to 19.8% of the global youth population (333 million people)<sup>12</sup>.

### **Worrisome Megatrends**

Climate change, rapid population growth, migration and urbanization trends will change Africa's economic, political and social landscape. Available data suggests that parts of the African continent will be much hotter and arid, while others will be prone to flooding and rising coast lines. By 2050, one in four people on the planet will be African and the population pyramid will still have a broad base. In addition, by 2050, the majority of Africans will be living in cities and, notably, a significant proportion of Africa's urban population would be slum dwellers<sup>13</sup>. These changes present new opportunities to support both societal and economic transformations by leveraging new technologies and implementing strategies that fully tap the potential of Africa's youthful communities. At the same time, if urbanization is not well managed, most Africans will be living in cities and the percentage of slum dwellers is expected to double.

### **Vulnerability to Disaster Risks**

Climate-related and natural disasters and environmental degradation are contributing to the destruction of community assets and livelihoods, capital investments in infrastructure, and agricultural outputs while driving mass migration within and outside Africa<sup>14</sup>. The cumulative effects of these disasters has been a regression in development gains in many countries,

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10. These are South Africa, Namibia, Botswana, Central African Republic, Comoros, Zambia, Lesotho, Swaziland, Guinea Bissau and Rwanda – See Odusola et al 2017. Income Inequality Trends in sub-Saharan Africa Divergence, Determinants and Consequences. New York: UNDP Regional Bureau for Africa.

11. UN-DESA Population Division. World Population Prospects 2019

12. Baier Jasmin and H., Kritofer, 2018, Africa: The Last Frontier for Eradicating Extreme Poverty, Future Development, Wednesday October 17, 2018.

13. Joseph Teye, 2018, Urbanization and Migration in Africa, paper prepared for expert group meeting, UN headquarters, New York.

14. UNDP "Scaling fences Voices of Irregular African Migrants to Europe" Online available: <https://www.undp.org/content/undp/en/home/librarypage/democratic-governance/ScalingFences.html>.

triggering conflicts and increasing the exposure and vulnerability of many communities and households to shocks. Inadequate investments in building resilience, strengthening adaptation and risk mitigation threaten and undermine the sustainability of development gains.

### Enduring Violence

Although violence from traditional conflict, like civil wars and inter-group violence decreased sharply since the turn of the century and plateaued over the last few years (according to data provided by the [Armed Conflict Location & Event Database](#)), fatalities attributed to one-sided violence (eg terrorism, transnational crime and violent extremism) and governance failures (eg violent riots and protests, as well as electoral violence) are on the increase in certain parts of the continent<sup>15</sup>. This type of violence is triggered by diverse historical, political and economic factors, including: horizontal inequality, land tenure, natural resource competition, and exclusionary and predatory politics. In various parts of the continent (notably the Sahel, Central Africa, the Horn of Africa and the Lake Chad Basin) this violent conflict quickly becomes regional crises that decimate communities, reverse development and deter investment.

UNDP's value proposition is guided by the following theory of change, which is grounded in the UNDP Strategic Plan. If UNDP invests consistently in knowledge products, policy advice, infrastructures for peace and governance of things, human capital development via a combination of customized programmes, tools, engagements and makes judicious use of technology and strategic partnerships, African countries will be better positioned to create conditions conducive for sustainable growth, self-reliance and shared economic prosperity; and by so doing accelerate the attainment of the SDGs across the continent.

## 4. The Offer

UNDP is cognizant of the need for its regional and country programmes to be tailored to specific contexts. Consequently, while the articulation of this Strategic Offer will emphasize impact areas that will accelerate the attainment of the SDGs, their design, development and implementation will reflect country circumstances and regional contexts. They will also build on existing programmes and projects currently being implemented by UNDP through its Country Programme Documents and Regional Programme. (see Annex). It will leverage traditional and new partnerships as relevant. The six strategic impact areas follow.

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15. See <https://www.acleddata.com/>



# a. Strategic Impact Areas

## Natural Resource Governance

**Objective:** 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. With mineral resources, for example, improved management of these resources would ensure the judicious use of existing resources, prevent the billions of dollars lost to Illicit Financial Flows (IFFs), and deter potential future losses from ‘stranded assets.’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. Some natural resource-based assets may become stranded as climate policies and other market shifts decrease their value. Financial losses from stranded assets, as argued by the UNU Research Centre, could amount to more than \$2 trillion<sup>16</sup>.

### Offer:

- Invest in knowledge products and policy development on ‘stranded assets,’ in partnership with UNU.
- Strengthen accountability frameworks by supporting “Safeguarding the Commons” and Citizen Platforms.
- Develop an agenda to accelerate the implementation of the Africa Mining Vision – including the operationalization of the African Minerals Development Center.
- Develop a joint strategy with AfDB to deliver harmonized and streamlined technical support to regional member states (whole value chain development cycle, including negotiations, commercial litigation, arbitration and beneficiation).
- Research Illicit Financial Flows (IFFs) and promote effective taxation mechanisms.
- Assess carbon market risk in Africa and develop bespoke responses.
- Develop an African Brain Trust on natural resource governance.

### Corporate Linkages:

- Global Policy Network
- BPPS
- Finance Hub

### Partnerships:

- African Development Bank
- UNECA
- World Bank
- African Union
- World Resources Institute
- UNU
- Private Sector
- UNESCO
- CAFI
- Academia
- UN Habitat
- (WWF)
- (National Wildlife Federation)

### Accelerating SDGs



16. Africa’s Development in an Age of Stranded Assets, UNU-INRA Discussion Paper, 2019

## Youth and Women's Employment and Empowerment

**Objective:** Africa is the world's most youthful continent, with projections putting Africa's youth population at **460 million** by 2050, up from 250 million at present<sup>17</sup>. UNDP programs will work with African countries and institutions to turn these demographic transitions into a driving force for economic, social and political change. This will include concerted actions including youth entrepreneurship, employment, empowerment and participation in governance and accountability. The recently launched Youth Entrepreneurship Programme in collaboration with the Tony Elumelu Foundation, is another initiative towards using youth as change agents for Africa's transformation. UNDP will continue to build on initiatives that recognize the centrality of youth leadership for Africa's development and socioeconomic transformation. Youth programmes will form the spine of every Country Programme Document in the RBA region.

### Offer:

- Support youth-driven SMEs financing through the establishment of the Africa Youth Enterprise Trust.
- Scale up YouthConnekt (YC) by supporting the establishment of a platform in every RBA country over the next 2 years and linking every YC to Accelerator Labs (ALs).
- Scale up ALs – adding 13 ALs as self-starters over the next 2 years.
- Expand the African Young Women Leadership initiative from current 20 to 54 and come up with a plan to reach 100 in next five years.
- Expand the Youth Entrepreneurship Programme, in partnership with Tony Elumelu Foundation.

### Corporate Linkages:

- Small Grants Mechanism
- BPPS
- GPN
- Accelerator Labs
- African Young Women Leaders Fellowship

### Partnerships:

- UNICEF
- UNFPA
- African Influencers for Development
- African Union
- Tony Elumelu Foundation
- ILO
- Private sector partnership and engagement with the diaspora and Academia
- OSAA
- AUDA-NEPAD
- ECA
- KFW
- JICA

### Accelerating SDGs



17. Africa's Growing Youth Population and Human Capital Investments, Africa in Focus, Brookings Institution, September 2018

## Structural Transformation

**Objective:** Enhanced inter-African trade will contribute to poverty reduction across the continent. As Africa trades more, incomes rise from jobs in production of goods and services and in export and trade facilitation. Foreign exchange increases, creating better prospects for fighting chronic balance of payments and trade deficits freeing up resources to finance development. Enhanced opportunities for intra-African trade will accelerate better returns from natural resource governance – by increasing opportunities for trade in value added products. This is a boon for Africa’s commodity - based export profile – and a step forward on industrialization creating better skilled jobs due to enhanced production. In services sectors such as transport, telecommunications, energy and infrastructure, increasing intra-African trade will accelerate opportunities to empower youth and women creating alternative livelihood options for young people, including in conflict areas, contributing to sustained peace and security. Dismantling barriers to trade in energy (already a feature of intra-African trade) will create a domino effect that will bring Africa closer to readiness for the fourth industrial revolution (4IR). And intra-African trade in renewable and adaptative technologies will spread the breadth of good practice, opening the door for more progress on climate change mitigation and adaptation.

### Offer:

- Launch a signature initiative – The AfCFTA for women and youth – focused on scaling up productive capacity for export in identified niche sectors – for women and youth exporters.
- Establish an integrator platform convening multi stakeholders to engage on issues/obstacles in cross border trade (including tackling informality) and acting as a bridge with policy makers – locally and at regional level to promote responsiveness.
- Strengthen institutional arrangements for operationalizing the Accra – based AfCFTA Secretariat.
- Create in-country AfCFTA digital platform (utilizing our Nairobi-based Borderlands Program to identify opportunities and markets, contain trade data popularizing opportunities in the AfCFTA and track utilization as a tool for evidence – based policy making.
- Support African countries to prepare implementation strategies (national and regional) through technical studies (for identification of niche export sectors) and advisory services to utilize market opportunities presented in the AfCFTA, including to small holders.
- Champion regional value chains in AfCFTA.

### Corporate Linkages:

- BPPS
- Finance Hub
- FinTech strategy
- GPN

### Partnerships:

- African Union
- African Development Bank
- RECs
- UNECA
- UNCTAD
- World Bank
- IMF
- Financial Institutions
- LAS
- ASACOF
- TICAD
- CIDA
- FOCAC
- Africa-Turkey Partnership
- NEPAD
- ECOWAS + Mauritania Economic Partnership Agreement
- EIB

### Accelerating SDGs



## Climate Change Mitigation and Adaptation

**Objective:** 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.

### Offer:

- Support countries and sub-regions to establish and achieve their Nationally Determined Contributions (NDCs).
- Scale up programmes in climate adaptation and resilience to disasters including biodiversity and sustainable land management.
- Implement the UNDP Climate Promise, which aims at raising ambition, accelerating action and mobilizing partners on the achievement of Paris Agreement.
- Provide platforms for Climate Justice and identify champions through the regional hub.
- Contribute to the Greening the Sahel Initiative by planting 10 million trees in 10 countries over 10 years through 10 million youth.
- Support the development of resilient, sustainable and smart cities anchored on the use of new technologies.

### Corporate Linkages:

- The Climate Promise
- GPN
- SIDS strategy
- Greening the Sahel
- Lake Chad Basin Strategy
- Horn of Africa Strategy

### Partnerships:

- African Development Bank
- African Union
- RECs
- GEF
- GCF
- Lake Chad Basic Commission
- Habitat for Humanity
- Africa-Turkey Partnership
- AREI
- IRENA
- AEEP
- Energy 4 Impact
- DFID

### Accelerating SDGs



## Affordable and Sustainable Energy

**Objective:** 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<sup>18</sup>. 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.

### Offer:

- Develop mega renewable energy hubs in the Sahel region - expand investments in the AfDB's Desert-to- Power Initiative.
- Support policies for renewal energy transitions - A dedicated policy de-risking platform.
- Implement of the Africa Energy Marketplace - integrating the UNDP's planned Energy Governance Forum.
- Investing in scalable financing solutions for clean cooking technologies in Africa.
- Scale up the Last Mile connectivity programme.
- Launch bi-annual multi stakeholder energy forum focused on tackling energy inequality, injustice and access involving all stakeholders.

### Corporate Linkages:

- Sustainable Energy strategy
- BPPS
- GPN
- Accelerator Labs

### Partnerships:

- African Development Bank
- African Union
- Global Energy Forum, Sahara Energy
- Private Sector
- Africa-Turkey Partnership
- SACFP
- Self Help Africa
- EIB
- JICA

### Accelerating SDGs



18. Lily Odarno, 2019, Closing Sub Saharan Africa's Electricity Access Gap, World Resources Institute

## Peace and Security

**Objective:** Relevant conflict and violence databases (e.g. ACLED, Upsala/PRIO) reveal a gradual uptick in violent conflict since 2016, after a relative lull in the previous decade. Notably, trends in non-traditional conflict (e.g. violent protests, election-related violence, and terrorism-related deaths) are rising. African countries need to develop new tools and partnerships to address these new threats. The Horn of Africa, the Lake Chad Basin and the Sahel remain areas of conflicts, fragilities and vulnerabilities. Working within the overarching framework of UNISS, UNDP's signature programmes in these regions will continue to form the basis for engagement, with strengthened support from the West Africa sub-regional hub.

### Offer:

- Create partnerships to engage tech companies to support PVE strategies especially in developing counter-narratives to hate speech and radicalization.
- Establish the BorderLands lab to enhance social cohesion, address PVE. The horizon-scanning facility will help African countries harness their development prospects, using the Accelerator Labs.
- Promote regional initiatives (including the Lake Chad Basin, Sahel and Horn of Africa programmes).
- Develop programs that highlight and engage youth and women as agents of change and champions of peace and stability.

### Corporate Linkages:

- GPN
- Sahel Strategy
- BPPS

### Partnerships:

- African Union
- UN DPPA
- RECs
- Global Internet Forum on Counter Terrorism
- EU
- USAID-Partnerships for Peace
- TICAD
- Academia

### Accelerating SDGs



## b. Foundational Enablers

### Governance of Things

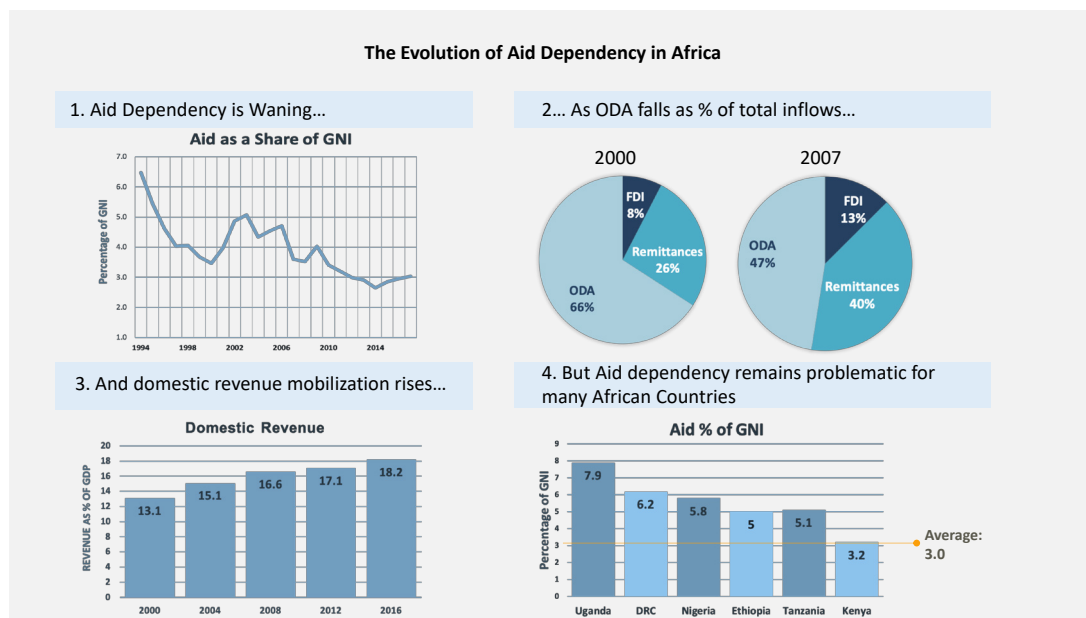
People-centered democratic and economic governance are at the heart of UNDP's corporate offer to programme countries, and a central part of RBA's programme in the Africa region. The 'governance of things' goes beyond a focus on national governments to include frameworks and institutions that facilitate the delivery of political, social, environmental, security, financial and economic services to all citizens at household community, sub-national and national levels. It embraces principles (like accountability, transparency, sustainability, inclusivity and equity) that ensure a citizen-centric focus. In this sense, it is a strategic objective as well as a core value. Transparent, representative and responsive institutions are also critical in ensuring inclusive and socially sustainable development on the African continent, especially in crisis and fragile contexts. UNDP will therefore continue to prioritize this area of work as part of its offer to the Africa region.

This UNDP foundational enabler will:

- Leverage the Governance Facility to ensure timely and effective support to emerging and complex governance and political situations in the region.
- Launch new initiatives for stronger accountability frameworks and citizens participation including peer to peer learning, e-governance, citizens scorecards, and service delivery oversight.
- Jointly implement the Public Service Delivery Index (PSDI) at national, sub-national and local levels, in partnership with AfDB.
- Promote establishment of innovative partnership platforms for change facilitation focused on national and regional stakeholders dialogue on transformative and governance issues.
- Invest in the development of targeted leadership capacities at the national and sub-national levels.

## Sustainable Financing

Developing countries have a **\$2.5 trillion** funding gap to achieve the SDGs<sup>19</sup>. Therefore, new partnerships and sources of development financing are required to meet rising needs for future development in Africa. Several countries are making financial contributions to their own development. However, many countries continue to face budget shortfalls in the context of falling traditional untied development assistance (multilateral) and rising bilateral flows (more loans and aid for trade) that are skewed in distribution and coverage. In 2017, Africa received **\$22.1 billion** in multilateral assistance compared to **\$30.7 billion** bilateral assistance<sup>20</sup>.



19. UNCTAD, 2014, World Investment Report 2014: Investing in the SDGs – An Action Plan

20. Development Aid at a Glance: 2019, OECD, Paris



Reducing aid-dependence frameworks and mindset should be a top policy priority. With political will, ODA can be sustainably complemented by other sources of budget and development finance. Some African countries, (like Botswana, Ghana, Liberia, Rwanda, Sierra Leone and Uganda) have explicitly targeted reduction of aid dependency as a major objective in their national development strategies<sup>21</sup>.

The new landscape of development financing requires UNDP to support countries to engage with more local and foreign development actors and utilize new mechanisms to partner with IFIs, private sector, foundations, philanthropists and emerging donors such as Brazil, China, India, Saudi Arabia, Turkey and the UAE to address and resolve political, economic, social, and environmental crises. Non-traditional sources, such as impact investment, remittances, pension funds, diaspora bonds, sovereign wealth funds and Islamic finance, present a significant and untapped potential that could help finance development in Africa.

The foregoing underpins the imperative of moving from funding to financing and from mere traditional funding sources to blended financing. In this regard, strategic engagement of the private sector in financing development is key. This UNDP foundational enabler is anchored on the implementation of the fiscal diamond approach to financing development. Working with UNDP's Finance Hub in South Africa, this foundational enabler will:

- Provide platforms on efforts to stop leakages through initiatives that fights corruption (e.g. E-Governance), and illicit financial flows (including scaling up capacities of African tax administrators and auditors to address profit shifting and mis-invoicing).
- Provide programmatic advice to support domestic resource mobilization in order to raise the tax-GDP ratio from the current 17.5% to more than 24% through expanding tax bases and advocating for reduction of unnecessary tax waivers and incentives that are detrimental to revenue generation and local SMEs development.
- Engage in thought leadership on private sector financing through strategic focus impact investment engagements, blended financing, public private partnership and IFIs (including Islamic financing).
- Work with partners to leverage public external financing (e.g. ODA including vertical funds like Global Fund, Global Environment Facility, Green Climate Fund, Clean Development Mechanism), and the Global South.
- Support countries to strengthen their national financial frameworks including undertaking Development Finance Assessment (DFA) and implementing Integrated National Financial Frameworks (INFF).
- Improve countries' capacity to prepare and implement fundable projects to global vertical and non-vertical financing mechanisms while linking countries to best practices in innovative financing mechanisms.
- Accelerate financial inclusion and leadership for women and girls.
- Provide technical assistance to scale up women-owned SMEs.

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21. AU/NEPAD (2011: 11)

## Digital Transformation

The fourth industrial or digital revolution poses a new set of challenges for African countries. Increased automation and digitalization in manufacturing sectors traditionally dominated by low skilled production is potentially undercutting the attractiveness of Africa as a destination of low-skilled manufacturing investment. The abundance of low-cost unskilled labour is no longer enough to attract investment in industries such as textiles and garments which reduces the employment generation benefits of this type of manufacturing production.

**Smart Cities:** Although currently the least urbanized continent, Africa is now the second-fastest urbanizing region in the world (behind Asia). Population experts predict that by 2050, over 60 percent of Africans will live in cities. Technology presents an opportunity to address a host of regulatory, infrastructure, governance and security challenges Africa's expanding cities will face. The International Telecommunication Union defines a smart city as "an innovative city that uses ICTs [information and communication technologies] and other means to improve quality of life, efficiency of urban operation and services and competitiveness, while ensuring that it meets the needs of present and future generations with respect to economic, social and environmental aspects." UNDP will work with African countries to develop bespoke solutions to reduce evolving challenges, improve governance and enhance service delivery. Particular attention will be paid to affordability, access, equity and sustainability.

This UNDP foundational enabler will:

- Invest in regional advisers to bolster country offices' capacity to support governments.
- Conduct baseline mapping of sector specific digital access, deployment and efficiency in Africa.
- Adopt e-Governance to accelerate access to public goods and reduce inefficiency and corruption.
- Improve the governance of the digital economy at national and regional level through the promotion and/or strengthening of relevant policy, institutional, legal and regulatory frameworks.
- Create platforms for big data companies to work with African ministries in social development sectors to propose smart solutions in the areas of health and food security.
- Establish Public-Private Partnership platforms for innovation with technology firms including local innovation ecosystems.
- Improve the understanding and effective use of Fintech, Biotech, Infotech streams for productivity and service delivery enhancement using interactive platforms.
- Invest in a regional Smart Cities Accelerator Lab.

## Strategic Communications/Partnerships — *A new approach to Communications and Partnerships*

UNDP's Strategic offer in Africa includes the creation of new partnerships - and the strengthening of existing partnerships as a key enabler, underpinned by a fresh approach to communication, in line with the recent review of UNDP's partnership and communication strategy led by BERA.

Put simply, the approach is to build communications around the content products and projects that emerge from all partnerships. It is a dynamic approach to communications that harnesses the brands, networks and communications apparatus of partners in getting the messages and narratives out to the widest possible audience.

Communications is anchored around a unique partnership initiative called The African Influencers for Development launched by UNDP's Regional Bureau for Africa at the UN General Assembly in September 2019. In keeping with the "[Decade of Action](#)", and adhering to the core tenant of the "[Next Generation UNDP](#)", the Influencers initiative reimagines UNDP's relationships in Africa.

The offers, which will be carried out in close collaboration with BERA, is based on People, Products and Partnerships:

- **People** predisposes that UNDP has a duty to convene Africa's entrepreneurial, intellectual and artistic energy with the aim of positioning Africans more centrally as the architects of Africans development narrative in partnership with the UNDP and development partners. The initiative has brought together a scalable and powerful group of 17 African influencers from business, academia and the arts in partnership with UNDP with the aim of co-discovering, co-creating and co-implementing innovative solutions for rapid and sustainable African development. .
- **The Products** pillar employs UNDP's new partnership to craft and implement new innovative products for development that help realise the new offer in Africa. To jump-start the products pillar, UNDP has launched an interactive map of companies of interest that show a development focus. The Africa Business Map is a first of its kind tool that allows development partners to see the potential private sector partners across the 46 countries in which the UNDP's Regional Bureau for Africa operates. The second product of the initiative - the Youth Enterprise Trust - is at the incubation stage, and many more products are to follow in 2020 and beyond.
- **Platforms** envision the creation and utilisation of bespoke events designed and championed by UNDP such as the annual Presidential Dialogue, the Renewable Energy Forum, and the proposed 4th Industrial Revolution Forum and UNGA side events. It also includes the positioning of UNDP at existing conventions such as the World Economic Forum, Mining Indaba and the AfDB's Africa Investment Forum. Virtual platforms such as websites and social media forums are also considered as powerful platforms for partnerships and communications.

### **South-South Cooperation** — *Leveraging South-South Collaboration for accelerated development in Africa*

The 2030 Agenda for Sustainable Development calls for new and inclusive global partnerships, with emphasis on the integral role of South-South and triangular cooperation in complementing North-South collaboration. South-South cooperation is in Africa's DNA – due in part to proximity in development realities, shared struggles (e.g. anti-colonialism) and ongoing fights against poverty. There is a strong solidarity that defines these partnerships which is ripe for leveraging in the Decade of Action. For example, it is more realistic to mirror successful approaches to

advancing in health, education and digital technologies in India to African countries, than it would to adapt north - south approaches.

Declines in Official Development Assistance – a key characteristic of north–south cooperation create urgency to diversify sources of development finance. Africa received the same amount in both remittances and FDI in 2018 – both projected to grow. BRICS countries continue to be the key market destinations for Africa’s exports.

Building on UNDP’s vast trust capital and spread across Africa and most southern countries, the offer in this area will entail:

- Use our integrator role to convene platforms to scale up development finance in south – south cooperation.
- Leverage knowledge sharing for “within reach” smart development solutions in key human development challenges such as education and health.
- Facilitate an annual south – south - Africa investment forum – as a boost to economic empowerment.

## Development Intelligence

The exponential information boom characterizing the fourth industrial revolution creates an unprecedented opportunity to leverage intelligence for smart development solutions. Creating intelligence value chains through mining data, research and analysis to resolve intractable development challenges like access to basic services, leveraging new models for industrialization and fielding solutions for sustainability (for example in food production) – especially in a climate change environment, could accelerate development in Africa.

UNDP’s offer in this area will entail:

- A Development Intelligence programme focusing on strengthening capacity for data mining, sense making, curation, and deployment for more intelligent links between problems and solutions.
- Strategic engagement with research institutions and think-thanks for mapping and sharing of transformative initiatives on development intelligence for SDG acceleration.
- Use of UNDP accelerator labs and networks as vehicles to develop, replicate and scale up development intelligence in Africa.

## 5. Realigning and Reengineering Capacities

### a. Transformational Shifts

UNDP will invest in five transformative shifts that will be vital to maintaining relevance, enhancing efficiency and engendering positive impact:

- **Deepening strategic partnerships and communication approaches** - RBA will reinforce its communication and partnership capacity to work in close collaboration with BERA towards the implementation of the strategy.
- **Strengthening data analysis, research and knowledge management capacities** - to help position UNDP as a thought leader and shape development debates by using innovative and digital driven solutions to ensure that our operations are informed by empirical evidence and by the latest thinking on development policy and practice.
- **Promoting Internal Integration of corporate, regional and national resources and expertise** - This will link UNDP's work in Africa across our six signature solutions from project implement action at the country and regional level to analytics, research and strategic planning. RBA also intends to promote 'RRs without border' through joint implementation of common development priorities.
- **Creating smarter operations practices, embracing innovative ways** to how we work and deliver, building on the positive experience of the Country Innovation Facility. RBA will pilot new lighthouse initiatives to enable country offices to measure their performance and management readiness on an ongoing basis.
- **Re-engineering of business process** by leveraging the BMS review and conducting a comprehensive capacity assessment of COs towards renewal of capacities. The re-configuration at the regional hub level (Addis plus 3) will enhance effectiveness and efficiencies by bringing services and capacities closer to countries.

### b. Realigning RBA Capacities

Changing how we work also requires reimagining how RBA is organized, in order to be more effective and impactful by bringing services closer to needs and supporting countries from a sub-regional perspective. This will involve:

- **Presence:** Undertake capacity assessment of country offices as it relates to the Strategic Offer in order to better align the capacities to the demands of the Offer. Decentralize our capacities and strengthen our regional presence in order to bring RBA's management, programme and substantive support closer to the field.
- **Support:** Reorganize and scale up country oversight and support functions to use varied skills more effectively.
- **Structure:** Redesign our regional presence, with a sub-regional approach to our country operational support and enhanced regional thematic hubs.
- **Applied Analytics:** More effectively synergizing RBA's strategic analysis and country oversight

teams. Also using a newly networked Economists Programme to support programmes and provide forward-leaning knowledge materials.

### c. Harnessing Corporate Enablers

UNDP will continue to deliver its Offer in Africa through UNDP's country support platforms that enhance the design and delivery of integrated solutions through partnerships with diverse actors including government, private sector, civil society and academic institutions. These include the following:

- Global Policy Network personnel, tools and services at headquarters and regional hubs;
- Accelerator labs that re-imagine development for the 21st Century through innovation in over 30 locations in Africa and connected to Labs in other regions;
- Next generation of UNDP's business operations including the People for 2030 strategy;
- UNDP's Digital Strategy that is powering innovation;
- UNDP's Finance Sector Hub and the affiliated SDG Financing hub in Africa for Private Sector engagement; and
- Partnerships for Sustainable and Green Financing through Vertical Funds for Health, Climate Change and Environmental Sustainability.

## 6. From Vision to Action

Delivering on UNDP's unified offer for countries in the Africa region will require upscaling the level of support and investment through concerted efforts across global, regional and country levels. In order to integrate the step change that translates this ambition into tangible results, RBA will develop an Implementation Plan that defines how it lands at the regional and country levels, in the form of robust country office level offers backed by a strong RBA regional programme and global programmes. Realigning as much as possible the Regional Programme Document (RPD) and CPDs, which are the ultimate vehicles for realizing UNDP's Strategic Offer will be revisited. This was validated by the RPD Advisory Board held in Accra in November 2019. Work has already commenced in the conduct of an MTR of the RPD.

**Road map:** to implement the proposals contained in UNDP's Offer for Africa include:

- Presentation and approval by the Administrator.
- Dissemination to all RBA and relevant corporate entities to ensure full information and ownership among its staff.
- Development of the Implementation Plan.
- Development of fully fledged and costed proposals (where they do not exist) to operationalize the Offer in impact areas and enablers and Transformative Shifts by RBA/GPN Task Teams.
- A "Tiger-Team" will be established as a standing task team, working together throughout various iterative stages, responsible for monitoring and reporting on progress and advising on required adjustments. This will ensure an agile programming framework.



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