United Nations Development Programme

Regional Bureau for Africa

Project Document

Consolidating Democratic and Participatory Governance in Africa

Regional Programme Outcomes:

1. Enhanced political participation and management of elections
2. Strengthened political and economic governance and enhanced service delivery
3. More effective regional institutions
4. Better understanding, codifying and sharing best African practices in governance

Expected Outputs:

1.1: Strengthened Capacities of African Peoples including CSOs, women, youth, non-state actors to effectively participate in political processes with a focus on elections.

1.2: Enhanced Capacities of National and Regional Institutions to ensure Transparent and Credible Electoral Processes and Outcomes.

1.3: Enhanced Participation by Youth in Continental Governance Initiatives

1.4: Increased participation by women in governance and decision- making processes at regional and national levels

2.1: Increased capacities of AU, RECs and African Governments and their institutions for responsive, transparent and accountable public service delivery.

2.2: Enhanced Regional and national capacities for aligning national development strategies with public budgeting processes in West and Central Africa through the Pole Dakar Project.

2.3: Enhanced capacities of CSOs, SMEs and the private sector to effectively participate in economic policy formulation, implementation, monitoring and evaluation at regional and national levels.

2.4.: Effective mechanisms at the state level to combat corruption in both the public and private sectors as well as enhanced capacity of CSOs to monitor and fight corruption in the public and private sectors

2.5 Improved accountability in fiscal management systems/policies in select African countries

2.6 Improved transparency in management of natural resources in select countries enabling African governments to maximize the benefits to the population

3.1: Increased capacities of AU and RECs and their institutions for implementing governance initiatives and programmes.

3.2: Greater popular awareness of the governance missions, vision, strategic plans and activities of the AU and RECs

3.3: Strengthened Capacities of Regional Organizations, Legislative, Judicial and Executive Structures in the Promotion of Rule of Law and Human Rights.

3.4: Effective mechanisms for promotion of democratic governance and peace in Africa established and strengthened.

3.5: Improved capacity of governance institutions in landlocked and least developed countries in Africa to design, implement and monitor trade facilitation measures so as to enhance regional integration

4.1: Capacities of African governance institutions, networks and think-tanks strengthened

4.2: Africa Governance Institute strengthened

4.3: Knowledge of governance identified, codified and shared

4.4: Democratic governance assessment tools developed and/or modified.

Project Revision Summary

The Regional Governance Programme for Africa is being revised primarily for the following reasons:

1. *First*, the Programme has successfully mobilised additional resources from new donor partners namely the Governments of Spain and Norway which have each contributed USD 5,354,752 and USD 3,903,361 respectively.
2. *Second*, the revision captures the addition of new programme outputs and activities aimed at improving economic governance in Africa which will be funded through the contribution from the Government of Spain and which will correspond to Outcome 2 of the Programme. This contribution from Spain will complement similar contributions in crucial governance areas related to the *"Regional Programme for Social Cohesion and Youth Employment for Sub-Saharan Africa*. and through the APRM Trust Fund both supported by contributions from the Government of Spain.
3. *Third*, a budget revision aimed at reflecting the financial contribution from the Government of Norway in the sum of $3,903,361 was made on June, 2011. The contribution from the Government of Norway will be through the reactivated Norwegian Trust Fund and will be targeted at enhancing governance knowledge management capacities in Africa corresponding to Outcome 4 of the Programme.
4. *Fourth*, the project revision is meant to improve the alignment of Programme Components to Programme Outcomes in an effort to improve monitoring and reporting of programme delivery.
5. *Fifth*, due to the increasingly strategic nature of the programme interventions, the need to enhance coherence and coordination of the programme in view of the Regional Bureau accountabilities in this regard has been recognized. In this regard, the Programme revision also reflects the relocation of the strategic management of the programme to RBA Headquarters in New York.
6. *Finally*, the original project was developed to run from 2009 to 2011. Due to unforeseen delays in project commencement, the Programme is now being extended to December 2013.

The Regional Governance Programme for Africa was designed to support the achievement of the democratic governance outcomes of the UNDP Strategic Plan (2008-2011) and all four programme results/outcomes for the consolidating democratic and participatory governance focus area of the Regional Cooperation Framework for Africa RCF III, (2008-2011). It will now been extended to December 2013.

Founded on the principle of African ownership, and designed to respond to regional realities and emerging priorities, including the MDGs, the Programme will support the Africa's efforts at consolidating participatory and democratic governance targeting three Key Result Areas: a) Building Responsive and Effective Democratic States b) Accelerating the Pace of Regional and Sub-Regional Integration of the Continent c) Effective Governance Knowledge Management

The Programme will be delivered through 4 programme components: a) Support to the AU-RECs including the AU Commission and other regional institutions such as the Pan-African Parliament (PAP) b) the Economic Governance and Public Service Delivery Programme including support to the Conference of African Ministers of Public Service (CAMPS) and All African Ministerial Conference on Decentralization and Local Development (AMCOD), c) The Support to the African Peer Review Mechanism and NEPAD and, d) The UNDP-ECA Joint Governance Initiatives

The Programme is designed to mainstream gender equality and women's empowerment and to build synergies with UNDP governance programmes at country and global levels. The programme is also designed to respond to emerging and special governance issues that may confront the African continent. . In particular in seeking to enhance participation and empowerment of marginalised groups especially women and youth in economic and political processes in Africa, the programme will create synergies with other UNDP programmes including the *"Regional Programme for Social Cohesion and Youth Employment for Sub-Saharan Africa*.

This Programme will be directly implemented by UNDP. The UN Economic Commission for Africa (UNECA) will be a responsible party, whilst the beneficiaries will include the African Union, African Regional Economic Communities, African countries and regional governance institutes, think tanks, academic institutions and African Peoples and Civil Society Organizations.

The Programme will be directly implementedby the Regional Bureau for Africa

Original UNDP Allocated Resources:	**$ 18,000,000**
Revised UNDP Allocated Resources:	**$ 13,000,000**
Total mobilised resources:	**$ 5,354,752 (Spain)** **$ 3,903,361 (Norway)**
Previous Total Resources required:	**$ 20,170,600**
Revised Total Resources Required	**$ 22,258,113**
Regular UNDP contribution:	**$ 13,000,000**
Unfunded Budget:	**None**
In kind Contributions	**None**

Programme Period: 2008-2013

Project Title: **Consolidating Democratic and Participatory Governance in Africa**

Atlas Award ID: **00058204**

Project ID: **00071788**

Original PAC Meeting Date: 10th June 2009

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Start Date: October 2009

End Date: 31 December 2013

Implementing Partner/Executing Entity: UNDP/ RBA, (Direct Implementation)

Responsible Parties: UNECA

Principal Beneficiaries: AU, RECs, Governments and CSOs

Agreed by (UNDP) 2/12/2012

Signature & Title **Date**

Tegegnework Gettu, Assistant Secretary General;

Director, UNDP Regional Bureau for Africa

Acronyms and Abbreviations

AB	Advisory Board
ACCS	African Centre for Civil Society
ACFS	African Civil Society Forum
ADF	Africa Development Forum
AF	Africa Forum (of former Heads of States)
AfDB	African Development Bank
AGAP	Africa Governance and Public Administration Programme
AGF	Africa Governance Forum
AGI	Africa Governance Institute
AGR	Africa Governance Report
AMCOD	All African Ministerial Conference on Decentralization and Local Development
APRM	African Peer Review Mechanism
AU	African Union
CAMPS	Conference of African Ministers of Public Service
CCF	Country Cooperation Framework
CDM	Clean Development Mechanism
CD-PGA	Capacity Development for Pro-Growth and Accountability
COMESA	Common Market for Eastern and Southern Africa
CSOs	Civil Society Organizations
DRD	Deputy Regional Director
EAC	East African Community
EC	European Commission
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ESAPS	Extended Structural Adjustment Programmes
GEF	Global Environment Facility
HDI	Human Development Index
HDR	Human Development Report
HLCP	High Level Committee on Programming
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MYFF	Multi-year Funding Framework
NEPAD	New Partnership for Africa's Development
OAU	Organization of African Unity

PCRD	Post Conflict Reconstruction and Development Framework
PRSPs	Poverty Reduction Strategy Papers
QPR	Quarterly Progress Reports
RBA	Regional Bureau for Africa
RCF	Regional Cooperation Framework
RCM	Regional Coordination Mechanism
RECs	Regional Economic Commissions
RSCs	Regional Service Centres
SADC	Southern African Development Community
SC	Steering Committee
UNDAF	UN Development Assistance Framework
UNECA	UN Economic Commission for Africa
UNOHRLLS	UN Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
WB	World Bank

I. Situation Analysis

1.1. Introduction

The global financial and economic crisis of 2008/2009 interrupted a period of high growth, with Africa's GDP growth halving from an average annual rate of around 6% in the years prior to the crisis to 3.1% in 2009. Against this backdrop of improved economic figures most African countries were making advances in the reduction of poverty levels and some progress towards achieving the MDG's in response to commitments made at the 2005 World Summit. The Africa Economic Outlook Report 2011 notes that Africa's economies have rebounded from the slump which had been caused by the global recession. In 2010, Africa's average rate of growth amounted to 4.9%, up from 3.1% in 2009.

The institutional and policy environment in Africa has also improved significantly over the past decade. The establishment of the African Union and the adoption of the Constitutive Act of the AU in 2000 were epochal developments that provided the platform for the elaboration of the African Charter on Democracy, Elections and Governance (ACDEG) on 30 January 2007. So far, about ten (10) AU member states have ratified ACDEG. Individual countries have also embraced governance initiatives and reforms. 31 countries so far have acceded to the African Peer Review Mechanism, Africa's novel initiative for governance reform and 44 member states of the African Union signed the African Convention on Preventing and Combating Corruption (African Progress Panel, 2010). Steady progress is also being made in terms of accession to the African Charter on Public Service that was adopted in early 2011. Evidence shows that there is an increase in the democratic space and the voice given to civil society to hold governments accountable through various participatory mechanisms. Many African countries are also holding regular elections and undertaking other democratic and governance reform initiatives.

Nonetheless, considerable challenges remain. The reduction in poverty and the progress towards the MDGs, though appreciable, have not been proportionate to the levels of economic growth, which in any case, has not itself been sufficient to transform most of the countries from their least developed country status. The human development index (HDI) for Africa is the lowest of all regions, and the levels of inequality continue to deepen. Although significant progress has been made in the response to HIV and AIDS, with prevalence rates having come down in some countries and with many countries rolling out commendable treatment plans, the disease burden in Africa is still high. Proportionately more people in Africa still die from preventable and communicable diseases such as malaria and tuberculosis. Africa is also confronted with new governance issues including high youth unemployment and strained amenities leading to social unrest in many countries and uprisings such as those witnessed in 2011 in North Africa.

1.2. Democratic Governance and Development in Africa: Progress and Challenges

Although there is no conclusive evidence of a consequential relationship between democratic governance and economic development, there is growing consensus regarding the nexus between democratic governance and the sustainability of development and distribution of economic development gains in so far as it results in sustainable human development. There is also a very clear consensus in Africa that democratic governance is a desirable development outcome in its own right as it is the best way for people to make their own history. Equally important is the international consensus on good governance as an important universal value, albeit that the commendable increases in donor support to political governance matters might well be encroaching on hard-won policy space in many African countries. Finally there is recognition that within the concept of governance are instrumental objectives such as those that relate to effectiveness of governmental functioning versus those that relate to intrinsic democratic values. The mutual relationship and interdependence between these is critical to articulate and understand. Given the emerging centrality of democratic governance in the development

discourse there have been significant efforts and indeed some achievements in ensuring and institutionalising all elements of democratic governance on the continent.

There are three key elements to the challenge to institutionalizing democratic governance in Africa that require particular attention at this stage of the development of governance. These are:

- Capacity and effectiveness of the state as a whole and its ability to understand and carry out its mandated functions
- Participation of people in all levels of decision -making and the role of civil society
- Effective policy making and service delivery (economic governance).

For the effective realisation of the above at national and continental levels, a number of key drivers need to be more effectively taken into account and deployed. Key among them, for this programme period, are:

- accelerating the progress towards regional and sub-regional integration in Africa,
- consolidating democratic governance based on crucial generated knowledge and many important lessons and experiences, and
- gender and governance.

The first key element in the consolidation of participatory and democratic governance in Africa is related to the creation of effective and democratic states throughout the continent. This requires a focus on measures to enhance political participation at all levels on the one hand and on strategies to improve effectiveness of the state and its institutions to manage public affairs and resources and deliver public services in a responsive, transparent and accountable manner on the other hand. Equally important is ensuring that public resources are transparently managed and distributed. A critical area is the empowerment of people to effectively participate in the economic and political arena including civil society, women and youth. Effective public finance management coupled with creation of an enabling environment for private sector growth are key to wealth creation, poverty reduction and the achievement of the millennium Development Goals.

1.2.1. Public Participation in Democratic Processes in Africa

With regard to enhancing public participation in political processes, Africa has the highest number of countries with democratic systems to date since the 1960s. A large majority of African countries now conduct regular elections at the national and local levels, enabling populations to choose their political leaders and ensuring legitimacy of elected governments and officials. This is exemplified by the increasing number of peoples participating in elections: 8.6 million or 69.5 percent registered voters participated in the Ghana elections of 2008 while; 23.0 million or 77 percent took part in the South Africa elections of 2009; and). This progress has been influenced and is evidenced by the regional efforts that have been undertaken over the last 60 years to institutionalise democracy and good governance throughout the continent. These critical efforts, by the Organisation African Union (OAU) and its successor African Union (AU), and the Regional Economic Communities (RECs) have culminated in the adoption of important regional conventions and instruments aimed at the promotion of democracy, good governance[1] and human rights[2] in all member states, as part of an agenda for regional economic and political integration. In addition, a majority of African countries have ratified important international treaties recognising democracy and human rights and also taken significant steps towards implementing these commitments at the national level. The importance of public participation and civic engagement is not limited to politics alone. Africa faces the challenge of ensuring that the population is engaged in various aspects of public life and that channels for such participation

[1] The African Charter on Democracy, Elections and Good Governance was adopted in January 2007 by the AU and is still in the process of ratification by member states although this process has been slower than envisaged.
[2] The African Charter on Human and Peoples Rights was adopted in 1981

exists and are effective in providing voice to African populations.

African leaders under the auspices of the AU are making good governance an important and urgent development priority for the continent. The creation of the New Partnership for Africa's Development (NEPAD) underscores the commitment to both good governance human and economic development in Africa and Africa's awareness of their interrelationship. A key element of NEPAD is its Democracy and Governance Initiative, which emphasises that "*development is impossible in the absence of true democracy, respect for human rights, peace and good governance.*" NEPAD commits African countries to respect global standards of democracy, with its core elements of political pluralism, with several political parties and open, free and democratic elections. Since its establishment, NEPAD has made notable progress in developing its four -year strategic plan, fielding strategic studies in various pertinent areas, and operationalising its frameworks including the establishment of a secretariat and a technical support facility to support governance programmes in the continent.

A notable manifestation of NEPAD's commitment and success in the governance arena is the African Peer Review Mechanism (APRM). This is a voluntary mechanism which monitors whether the policies and practices of participating countries conform to agree political, economic and corporate governance norms and standards. The peer reviews are built on the concepts of African ownership and mutual accountability. The review mechanism has also provided an opportunity to transform the relationship of African countries with their external partners, largely moving away from the old model of donor-imposed governance assessments and conditionalities to participatory nationally owned and led assessments[3]

The APRM has provided Africa with an instrument to improve political and economic governance at regional and national levels by ensuring and facilitating a systematic and better understanding of the various dimensions of governance challenges that African countries face. It has been, and continues to be, a means to ensure inclusive participation and engagement of national populations in the assessment of governance challenges and the identification of nationally developed solutions. APRM has also facilitated the involvement of fellow member states in the *peer –to- peer review* and monitoring of progress towards improving the quality of political and economic governance at the country levels. By January 2011, at least 30 countries had acceded to the APRM.

1.2.2. Electoral Processes and Systems

Despite this laudable progress, Africa still faces some challenges in enhancing political participation of its citizens and ensuring improved quality of democratic processes- in particular in the *sound management of credible and transparent elections* and challenges in ensuring equal participation in political processes by women, youth and other historically marginalised groups. There is growing recognition that elections alone are incapable of creating democratic dispensation in Africa where the zero-sum nature of electoral politics has resulted in political instability. Elections however retain an important role as an important basis for providing voice to the population and thus ensuring political legitimacy of elected officials and governments. Whilst it is notable, regularity of elections has not been necessarily complemented by improved quality of electoral systems and processes and widely acceptable electoral outcomes. There are several reasons for this at the national level including the zero-sum nature of electoral politics, non-implementation of regional and international frameworks by governments, weak national legal frameworks and institutional capacities especially of Electoral Management Bodies (EMBs), weak political commitments to improved quality of electoral processes, high levels of societal fragmentation and in some cases low levels of political tolerance.

Underlying these challenges is the problem of trying to implement democracy without democrats and introducing national democratic institutions through non-democratic political parties.

[3] See Africa Governance Report, 2005 available at : http://www.unUNECA.org/agr/

Additional challenges that normally manifest themselves in flawed electoral processes include lack of inclusiveness, transparency and sustainability of key democratic institutions necessary for successful electoral processes, and absence of political environment that fosters dialogue and trust amongst electoral stakeholders. Equally important is the global context in which countries are held to different democratic standards depending on various important stakeholders' geopolitical interests.

At the regional level key challenges include non-ratification by some member states of regional instruments, weak enforcement of regional and sub-regional conventions, instruments and protocols relating to sound electoral practices partly due to constraints in advocacy, implementation and monitoring capacities of the regional organisations (AU and the RECs).[4] There is also a need to harmonise and align the various regional and sub-regional instruments to improve electoral systems and processes in the region in order to ensure consistency, predictability and to avoid fragmentation of standards and practices.

Equally important for the democratic process is the existence of free and competitive press and access to it by key players in the political process including political parties, civil society and opinion leaders. A new trend not to be forgotten is the use of social networks and ICTs in promoting and consolidating the democratic process.With regards to enhancing public participation through the APRM, remaining challenges include constraints in capacities of the APRM secretariat to: sustainably mobilise required expertise to manage and support national review processes; facilitating the peer- to peer forums; inadequacies in the assessment tools and instruments; weak capacities at the country level to support participatory engagement in the assessments and develop national agendas for action to implement the recommendations from the review process. The other key factor is lack of financial resources to implement the outcomes of the review process.

1.2.3. Economic Governance in Africa

In the area of strengthening economic governance for effective service delivery, Africa has witnessed some progress in the past 40 years but more especially after the stranglehold of the Extended Structural Adjustment Programmes (ESAPs) had been loosened. More countries have developed policies, frameworks and systems for managing and distributing public resources in a manner that allows for greater efficiency, accountability and transparency at the national level. Progress has mainly been in the area of policy formulation and establishment of national institutions for financial and expenditure management and public service delivery. With the advent of the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, there has been increasing donor commitment to national ownership, although action lags behind

Challenges however remain in terms of policy implementation and weak institutional capacities. Most importantly, the economic growth experienced in Africa has yet to have a positive impact on the poverty levels of the Continent. Macro-economic policies remain largely unresponsive to the democratically expressed priorities of the people. There are also difficulties in ensuring that public resources are transparently managed and distributed equitably. In many cases corruption has prevented the delivery of effective and responsive public services in critical sectors including health, and education. The inability of governments to protect citizens from a skewed globalisation as well as from external shocks including more recently the financial and food crises exacerbates the situation and casts aspersions on the legitimacy and effectiveness of the African state.

The above constraints draw attention to the importance of strengthening regional and national regulatory frameworks for economic governance and accountability for improved and inclusive service delivery to ensure among other things that democratic governance delivers discernible public goods and effectively responds to emerging crises. It is therefore important to improve the

[4] This is particularly the case with regard to the African Charter, the SADC Protocol on Elections

understanding of economic governance throughout the continent and its interface with democratic governance and public service delivery, inclusive growth and development. This calls for training to enhance the analytical capacities of policy makers, elaboration and formulation of frameworks, instruments, tools, and methodologies at the regional level, for the effective deployment of economic governance strategies in order to improve service delivery and respond to emerging crises. The role of the private sector also needs to be reinvigorated so that the sector can participate effectively and contribute to economic policy processes, growth and development. There is also need for increased transparency and accountability of the private sector in for example as regards natural resource exploitation. This calls for regulatory reform in relevant areas relating to private sector operation including mining, environment and pollution and taxation. Mechanisms also have to be found to enhance the corporate social responsibility so that the private sector can make a positive contribution to social development and poverty reduction.

African governments, institutions, universities, civil society organisations and others are increasing coming together to share knowledge and experience and to forge networks in various areas of interest. Though laudable, this initiative faces a number of constraints particularly in the area of Economic Governance. Firstly, governments and institutions implementing economic programmes and reforms have limited capacities and technical expertise in methodologies, skills and understanding of knowledge management. Secondly, key economic governance initiatives have not been able to systematically build in mechanisms for managing capturing, analysing and sharing knowledge generated from the implementation of these initiatives. Thirdly, opportunities and mechanisms for sharing knowledge throughout Africa remain limited due to weak infrastructure and fragmentation of efforts. Engagement and coordination of key think-tanks, academic and research institutes in the collection, analysis, codification and dissemination of governance knowledge is yet to be optimised

1.2.4 Local Governance and development

Between 2009-2011 UNDP undertook regional studies on State of Local Governments in Eastern and Southern Africa, which in turn were informed by regional realities and emerging priorities, as articulated in various fora and communiqué by African Ministers for Local Government, Commonwealth Local Government Forum and the United Cities and the long-term strategies of other regional local government organizations such as the Local Governments (UCLG). These and other studies show that sustainable development can only be realized with robust policies, strong institutions and active citizen engagement in decision-making at the local level. Local institutions need to be supported to strengthen their ability to deliver services within the provisions of national policies, laws and regulations. Decentralized governance and revitalized local institutions can assert the supremacy of civilian authority and provide voice for the poor and vulnerable.

Although there has been some progress with regards to decentralisation in Africa there has been varying degrees of success. In general, the continent has suffered from a slow and uneven pace of decentralized governance. Emerging evidence from the regional study on local government indicate that it is important for countries to be clear on why they are decentralizing, how they will decentralize and with what resources. In this regard the link between decentralized governance, achievement of MDGs and poverty reduction need to be well articulated, both at country/local level and regionally.

Local Government financing remains another challenge facing local governments on the African continent. Through the process of decentralization, many financial responsibilities have been transferred to local government without commensurate resources. Draft regional study findings suggest that beyond coming up with a fiscal decentralization policy and legislation for national-local transfers, there is need to promote local resource management through a variety of capacity

interventions targeting both service providers and users at the local level. The Accra Agenda for Action, September 2008, and CLGF's conference on "Access to Development Funding for Local Government in Africa", September 2008, reinforced the need for the role of local governments to be recognised in national development planning processes the delivery of MDG-related services.

The challenges outlined above have led to most local government failing to provide adequate services to the communities they serve. This has manifested in service delivery protests and undermining of local government in many African countries which is detrimental to the achievement of the MDGs. Most local governments have inadequate policies, weak capacities and systems to manage inclusive service delivery both from a service provider and user perspective. The draft study report also notes that there is need to improve the balance between bureaucratic compliance and innovations in service delivery, to promote responsive service delivery.

A number of local governments in Africa have significant administrative and technical responsibilities decentralised to them without the requisite resources to enable them to fully discharge these responsibilities. A key sub-component of capacity development will be the need to upgrade statistical capacities at the sub-national level.

The programme will therefore seek to support institutional reforms for local authorities and governments in the region to improve accountability and service delivery. Opportunities for partnerships between local government and private sector will be explored, with emphasis on improving local revenue generation.

1.2.5. Regional and Sub-regional Integration

For greater effectiveness and also to ensure sustainability consolidating participatory governance of the continent requires *acceleration of progress towards regional and sub-regional integration in Africa*. Regional integration can be seen both as a means and an end to Africa's social, economic and political development. As a means it has provided opportunities for critical and collective action by African countries in addressing common regional challenges faced by the continent, including, but not limited to democratic governance. As an end, regional integration enables the creation of a strong and united continent based on the founding Charter of the OAU. The Charter stipulates that people, services and goods move freely and that all African citizens should equally enjoy optimal levels of human development allowing Africa to claim and retain its rightful place in the world.

In the past fifty years, Africa has seen significant progress in its integration and South-South collaboration, culminating in the inauguration of the AU in 2002. The AU has the objective of achieving Africa's full political and economic integration, consistent with the original aspirations of the OAU set out five decades ago and the Treaty Establishing the African Economic Community of 1994.

Since their establishment too, the RECs have registered notable progress. The Economic Community of West Africa States (ECOWAS) has made tremendous strides, particularly in the area of promoting labour mobility, regional security and democratic and constitutional governance in West Africa. The Southern African Development Community (SADC) has successfully developed and operationalised: (a) sub-regional electoral frameworks; (b) an anti-corruption protocol; and (c) a sub-regional judicial tribunal. In addition, it maintains a robust peacemaking, security and conflict resolution agenda in the sub-region. The Southern African Customs Union (SACU) has managed to increase intra-regional trade in the sub region. The Common Market of Eastern and Southern Africa (COMESA) has been successful in achieving significant tariff reductions from its member states and at the same time establishing institutions to promote and enhance intra-regional trade and commerce.

The Intergovernmental Authority on Development (IGAD) has a vision to be the premier regional organization for achieving peace, prosperity and regional integration in the IGAD region. It also aims to assist and complement the efforts of the Member States to achieve, through increased cooperation, food security and environmental protection; promotion and maintenance of peace and security and humanitarian affairs; and, economic cooperation and integration. IGAD is playing a critical role in the Somalia peace process. The East African Community (EAC) has managed to facilitate free movement of persons and has established a custom union which allows free movement of goods and it has a parliamentary group.

Although it is significant, progress achieved by the RECs has fallen short of the targets set out by the regional groupings themselves and the creation of fully effective regional organisations remains a challenge. Across the board, the technical and administrative capacities of the RECs to sustainably manage their affairs, develop, coordinate and communicate their strategies and programmes, streamline their regulatory frameworks, and monitor implementation by member countries remain significantly constrained. This has negative implications for the capacities of the RECs to promote regional development in general and to facilitate the consolidation of democratic governance throughout the continent in particular. The RECs face a major challenge of capacity and lack of financial resources to execute their obligations. They have so far tended to rely mostly on donor funding for all their activities and this usually comes with conditions and standards on governance and democracy.

1.2.6. Governance and Conflict

An important aspect of regional integration is the strengthening or establishment of African institutions dedicated to add value at continental level. The AU is retooling itself to better face the challenges that are brought about by conflict and political instability. As a result of the growing recognition of the inter-relationships between governance and conflict prevention, several regional initiatives have emerged aimed at strengthening regional and national governance capacities for conflict resolution and prevention. The Peace and Security Council of the African Commission, through its Department for Peace and Security (PSD) plays a key role in conflict prevention, security provision and peace building in Africa.

The Africa Forum (AF), formed in January 2006, is an informal not-for profit, non-governmental organisation of former African Heads of States aimed at harnessing the experiences, moral authority and good offices of the continent's former heads of states and government and other African leaders with a view to advancing Africa's social and economic development. The AF supports the implementation of the broad objectives of the AU's NEPAD initiative at the national sub-regional and regional levels. Since its formation, the AF has successfully provided crucial support to conflict resolution, peace-building, conflict prevention and advocacy for good governance in various countries in the region, ensuring that potentially devastating conflicts and tensions are addressed and political stability restored. The AF however faces some significant challenges in implementing its programmes including weak capacities of its executive secretariat, weak technical capacities for policy advice and technical assistance for conflict resolution and peace building, weak capacities to facilitate dialogue aimed at national reconciliation, weak advocacy and communication capacities and capacity constraints in managing knowledge.

In all, the Regional Governance Programme seeks to strengthen the capacity of the AU, sub-regional bodies and the peoples of Africa to respond to new and emerging governance challenges that confront the continent including post conflict and transition economies.

1.2.7. Preserving Governance Knowledge and Experiences

Ongoing governance initiatives such as APRM are generating a significant body of information and lessons relevant for deepening and consolidating governance throughout the continent. In recent years, there has been an increase in efforts to codify, and disseminate knowledge and experiences on democratic governance. Key regional initiatives include the UN Economic

Commission for Africa's (UNECA) annual Africa Governance Report (AGR) and the Africa Development Forum (ADF) as well as the UNDP's Africa Governance Forum (AGF) and the efforts by the Commission for HIV and Governance in Africa. In addition, several institutions and think tanks have been established with the primary purpose of analysing, codifying and disseminating knowledge and experiences in governance at the regional level. An important example is the Africa Governance Institute (AGI), established with initial support from UNDP. At the country level, UNDP-supported democratic governance programmes consistently contained a knowledge management component to ensure that experiences and lessons generated from the implementation of programmes were effectively analysed, codified and shared in order to enhance the quality of future programmes. But most important, African governments, institutions, universities, civil society organisations (CSOs) and others are increasingly coming together and sharing knowledge and experiences in ways that have not taken place before. These need to be reinforced, systematised and helped to become the basis of a thriving knowledge sharing culture in Africa.

A notable development in the area of governance knowledge management was the launch by UNDP and UNECA (with support of other partners) in 1997 of the AGF. It was designed to bring together Africans and key partners to discuss key and topical issues considered as vital to advancing good governance in Africa. Since its inception, AGF has convened seven sessions.

Despite these notable developments, knowledge management in the area of governance still faces some significant challenges. Firstly, governments and institutions implementing governance programmes face serious capacity constraints and technical weaknesses in methodologies, skills and understanding of knowledge management. Secondly, key governance initiatives have not been able to systematically build in mechanisms for managing, capturing, analysing and sharing knowledge generated from the implementation of these initiatives. Thirdly, opportunities and mechanisms for sharing knowledge throughout Africa remain limited due to weak infrastructure and fragmentation of efforts. Engagement and coordination of important think-tanks, academic and research institutes in the collection, analysis, codification and dissemination of governance knowledge is yet to be optimised.

1.2.8. Gender and Governance in Africa

Mainstreaming gender in governance institutions and processes remains critical to the sustainability of governance in Africa. It is noteworthy that over the past 20 years, many African governments have made concerted efforts to raise awareness of the importance of women's involvement in democratic and accountable systems in order to end women's systematic under-representation and marginalization from decision- making.[5] There has been some discernible progress at the regional level, including the AU Solemn Declaration on Gender Equality in Africa, progress towards achieving parity within the AU Commission, the establishment of a Gender Secretariat within NEPAD, establishment of the ECOWAS Gender Centre, and adoption of the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa. The AU, through mechanisms such as NEPAD, has led the promotion of gender equality by advocating national policy measures aimed at ensuring gender affirmative action policies which seek to increase women's participation in all decision making and governance structures to no less than 30 percent. Further, there has been advocacy for the establishment of national gender commissions to monitor progress and enforcement of policies to ensure gender equality. Steps have also been taken to ensure preference to female students at all levels of education, gender equity in public and private sector employment, the promotion and support of national discussions on gender issues and the deconstruction of cultural and traditional barriers to women's equality in African countries.

These efforts are evidenced by systematic affirmative action policies and practices in many African countries in favour of women. Other measures to empower women have included the

[5] Africa Governance Report, 2010

creation of ministries and national agencies dedicated to promoting and protecting women and women interests. In addition, constitutional and legal frameworks have been reformed to ensure greater respect for, and protection of, women rights in the labour, judicial and business sectors, to name a few. Through affirmative laws and policies reserving special seats for women, numbers of women representatives in parliaments, regional and local assemblies have increased. In addition, the numbers of women appointed as ministers and public officials has increased on a scale before unseen in Africa.

These new policies aimed at empowering women have yielded some positive results. The April 2009 election in South Africa saw women representation in Parliament rise to 45 percent, giving South Africa a third place spot in the global women in parliament rankings where the average is 17.7 percent. Uganda's parliament is comprised of 34.9 percent women, whilst in Rwanda the proportion of women in parliament is now 56 percent (above parity) and 36 percent in the cabinet. This puts both countries ahead of most industrialised democracies in women's presence in politics and on the same level with the most advanced, the Scandinavian countries. Mozambique has at least 39 percent of its parliamentarians as women, while in Botswana, Burkina Faso, Lesotho, Morocco, Swaziland and Zimbabwe, the proportion is between 10 and 25 percent.

Despite these positive developments, there remain some significant challenges to achieving gender equality in Africa. Firstly, progress in increasing women's participation in political processes is uneven and below expectations, due largely to lack of institutional capacity for gender mainstreaming and for implementation of commitments on the ground. Secondly, in some cases, women representatives usually lack the requisite capacities to effectively perform their respective roles. This is often related to lack of adequate and equal access to education opportunities at the primary, secondary and tertiary levels- recognised by MDGs as a key goal. Thirdly, whilst affirmative action has yielded important results in increasing women participation, significant institutional, cultural and traditional barriers remain in many countries in the continent, stifling further progress.

1.2.9. The Role of Civil Society in Governance Processes

The increase of democratic systems in the continent has seen an improvement in the respect for human rights in many countries. Consistent with global trends, an increasing number of African countries are also allowing more voice for CSOs, including the media in public affairs. These and other non-state actors are increasingly playing a dual role of expanding opportunities for citizen engagement and decision-making in relation to public affairs on the one hand and also holding governments and public institutions accountable for their actions. This is a positive development in a continent that, for a long time, has had low levels of tolerance for alternative views and resistance to transparent management of public affairs. These positive developments in the mutual perceptions and relationships between government and civil society have resulted in positive partnerships between the state and CSOs in promoting democratic governance and delivering important public services, such as civic or voter education. In addition, CSOs have played a positive role in assisting governments to mobilise local communities to engage in processes to determine local priorities, monitor and track public expenditures and engage in self-help initiatives. In other cases, CSOs have complemented government efforts to improve capacities of governance institutions through training and other capacity development efforts.

CSOs that represent groups that are generally marginalised in policy dialogue, such as women, the youth, and disabled people, are particularly important in the ensuing partnership in the development process. There is growing appreciation within the UN system that governments on their own cannot fulfil the tasks required for sustainable human development and, hence, a collaborative relationship with CSOs is perceived to be strategic in this regard.

There are several challenges related to civil society and its role in governance in Africa. Firstly, by and large, mutual suspicions remain between some governments and civil society requiring greater efforts aimed at building trust and confidence. Secondly, CSOs generally lack the requisite capacities to effectively engage and contribute to processes to consolidate governance

and support development efforts. This is often the result of competition with northern counterparts for both human and financial resources. Thirdly, their policy analysis and technical capacities remain weak, thus preventing them from constructively engaging in the governance agenda in many countries in Africa. Fourthly, many CSOs lack transparent and accountable management and administrative systems necessary to ensure their credibility in themselves holding governments to account. Finally, many CSOs in Africa tend to be externally driven and funded, significantly contributing to high levels of mistrust, especially in areas relating to engagement in political governance where their eligibility to represent is sometimes questioned by governments.

1.2.10. Justice and Human Rights

Since the adoption of the African Charter on Human and Peoples' Rights in 1981, Member States have demonstrated a commitment to collectively promote and protect human rights on the continent. Other theme specific continental and regional instruments have been adopted to guide human rights respect facilitated by institutions such as the African Commission on Human and People's Rights. The decision of 2004 to merge the African Court on Human and People's Rights and the Court of Justice into one court to ensure one set of human rights jurisprudence has been a significant development in working towards an effective, well-resourced continental judicial system. Sub regional courts and tribunals in East, South and West Africa have complemented national courts and facilitated access to justice and human rights protection. National level efforts have included domestication of international and continental human rights provisions, establishment of mechanisms such as national human rights institutions to reinforce human rights promotion and protection systems. It is no wonder that progress has been made to improve the rights of children and women.

The continent however continues to face challenges that have affected the realization of fundamental human rights and freedoms. These stem from the slow ratification, domestication and implementation of instruments and enforcement of decisions of human rights bodies. Inadequate coordination and coherence among the AU organs and institutions and the RECs in policy initiation, development and implementation in the absence of capacity and resources for implementation have weakened the African human rights system. National human rights systems are also weak and not very effective in protecting rights. Justice is not being provided for economic and social rights and claims, and the poor and vulnerable groups such as PLHIV, persons with disabilities, communities emerging from crisis and conflict are unable to exercise their rights despite the existence of progressive Bills of Rights and laws. As such, the system has not been able to respond to the serious and massive violation of human rights in Africa and is incapable of deepening the much needed culture of human rights respect.

In 2010 the AU organs and institutions developed a Human Rights Strategy for Africa in partnership with the UN system within the framework of the Declaration on "Enhancing UN-AU Cooperation: Framework for the Ten Year Capacity Building Programme for the AU" (TYCBP-AU), as well as other stakeholders. As part of consolidating gains in the HRSA and enhancing its impact, support will be provided to implement the HRSA as part of the evolving African governance architecture.

1.3. Past cooperation and lessons learnt

UNDP support to Africa has historically been provided under the auspices of the Regional Cooperation Framework (RCF). Regional consultations on broad thematic areas were instituted in 1999 as part of the UN Secretary-General's reform agenda to promote synergy and coordination among agencies and organizations of the UN System and improve the collective response by the System in addressing the priority needs of the various regions. In October 2002, the UN System agencies adopted the already existing Regional Consultations Mechanism (RCM)

as a framework for coordinating their joint support to NEPAD and organized themselves into clusters of priority areas of NEPAD. Within the African context, UNECA was given the responsibility of being the overall convener and coordinator of the inter-agency regional consultations while the various UN agencies were tasked with the facilitation of the cluster within their respective areas of competence/mandate. In this regard, UNDP-RBA was entrusted with facilitating the Governance Cluster.

1.3.1. The New Partnership for Africa's Development (NEPAD)

As already noted in section 1.2.1, NEPAD affirms that the primary responsibility of transforming Africa lies with Africa. In promotion of governance programmes in the continent, and under the aegis of the UNDP-RBA second Regional Cooperation Framework (RCF II), since its establishment, NEPAD has made significant progress in developing and operationalizing its four-year strategic plan. Through UNDP-RBA support in the first phase of support: (i) up to 20 strategic studies in various pertinent areas have been fielded; (ii) the NEPAD secretariat was established; (iii) a tracking and monitoring system created; and (iv) the website revamped and a communications and popularisation strategy developed. In addition, UNDP's support facilitated the implementation of a partnership for the promotion of MDGs at the country level. UNDP also supported NEPAD to develop an extensive roster of 3,000 experts on Africa, including on governance. In the second and more recent phase, support has seen NEPAD transform into the NEPAD Planning and Coordinating Agency playing a leading role in the development of key regional policies and facilitating the achievement of regional consensus and common positions on a variety of strategic development issues for the region. Recently, the Programme assisted NEPAD to facilitate a common African position ahead of the High Level Forum IV on Aid Effectiveness planned for 2011.

Prominent in the UNDP/NEPAD partnership arrangement has been the APRM, which continues to serve as an important mechanism for benchmarking progress on democratic governance in Africa. This is in recognition of the centrality of good political, economic and corporate governance as a precondition for advancing development on the continent. UNDP-RBA provided support to the NEPAD Secretariat in developing the conceptual framework, institutional set up and processes governing APRM. Further, UNDP established an APRM Trust Fund in 2005 and provided an initial contribution of $2.75 million. This paved the way for contributions from other partners[6], bringing total contributions at the end of 2008 to $13.03 million. UNDP also supported the establishment of the APRM Secretariat and the APRM Panel and, through the management of the Trust Fund, has continued to provide support to the operational activities of both. As a result, APRM has been introduced as an innovative, self-monitoring mechanism that is unprecedented in its scope and through which African leaders will be held accountable by their people as well as by their peers, the Heads of State and Government of the APR Forum. It is voluntary and open to all members of the AU. To date, 30 countries have acceded to APRM and a total of 14 received Country Review Missions.

1.3.2. UNDP and UNECA Collaboration in Support of Governance in Africa

Within the framework of their bilateral cooperation, UNDP-RBA and UNECA agreed in 2002 to continue with the institutional arrangements of a Support Unit, inherited from the Special Initiative for Africa, to provide support to NEPAD and other joint governance initiatives such as AGF, ADF and the implementation of the APRM for which they have now both been designated as strategic partners. UNDP undertook to provide capacity and operational support to the Support Unit. As a result, through the UNDP/ECA Joint Initiatives Unit has been actively facilitating the work of the Governance Cluster. The Support Unit has also supported UNECA in the overall coordination as well as the organization of the regional consultations and preparation of reports to

[6] Algeria, Canada, the European Union, the United Kingdom, Lesotho, Malawi, Senegal, Spain, Switzerland.

the Committee on Programme Coordination and the High Level Committee on Programme (HLCP).

In light of the above, much of the past initiatives prior to this new regional programme, sought to provide a coordinated and coherent support by the UN system to NEPAD's programme and, in the process, address the need for a stronger partnership at global, regional and national levels. The need for greater partnership and cooperation between UNDP-RBA and UNECA in support of the African efforts at meeting the peace, development and governance challenges is now more evident as is that of strengthening the mechanisms for their joint governance initiatives. As demonstrated in the Outcome Document from the 2005 World Summit, the General Assembly challenged the UN to support countries in an effective and coordinated manner as they "*adopt... and implement comprehensive national development strategies to achieve the internationally agreed development goals and objectives including the MDGs.*"

One of the lessons learnt from past cooperation in the field of governance is that, in addition to their bilateral cooperation, UNDP-RBA and UNECA should now seek to promote, in a more concerted manner, partnership with various African institutions that deal with governance issues. This is considered essential in building synergies and maximizing the capacities for innovative thinking existing on the Continent. Deeper collaboration could also contribute to the creation of capable states that can effectively provide leadership in managing their countries in various aspects, be it political, economic or corporate governance and promote the effective participation of the private sector as well as other stakeholders in order to make strides towards realising the MDGs. In February 2004, UNDP-RBA, UNECA, African Development Bank (AfDB) and AU were designated as Strategic Partners of the APRM by the APR Forum (Heads of States of members of APRM countries) in Kigali, Rwanda. Given the growing importance of the APRM and the weak institutional capacity of its Secretariat, there has been increasing reliance on the Strategic Partners to provide technical support. Currently such support is being extended on an individual agency basis. To address this fragmentation, not only with respect to the APRM, the new Governance Programme seeks to strengthen already existing collaboration between UNDP and UNECA and also develop and/or strengthen new partnerships with other regional institutions for promoting governance in Africa. In this regard, special attention will need to be given to enhancing the technical capacity of the APRM Secretariat to be able to effectively coordinate support for its activities.

UNDP support to the APRM has generated some other important lessons, principal among them is the need to support the country review processes by strengthening national capacities to engage in the reviews. Whilst under RCF II there has been some modest support to UNDP country level governance programmes in support of the APRM process, most of the support has not come from the Regional Programme. For this reason, the new Governance Programme will increase and systematise support to national level APRM processes. This support will be particularly crucial in order to facilitate country level capacities for the development of and implementation of the National Programmes of Action. Given the key role of UNDP Country Offices (COs) in supporting national chapters of the APRM reviews, this activity will be undertaken in conjunction with them. The Governance Practice Teams, located in the UNDP Regional Service Centres (RSCs) will be engaged to strengthen the consistency, provision and quality of UNDP technical expertise to this and other related governance processes.

The programme will thus build on existing partnerships with the UNECA, tapping into its convening authority, proximity and partnership with the regional/national players, whereas UNDP's presence at the country level as well its global programme, managed by its Bureau for Development Policy, Democratic Governance Group (UNDP/BDP/DGG), will be leveraged by the regional programme in order to tap into advisory and technical support services in the all key governance areas. Detailed collaboration between UNECA and UNDP on anti-corruption issues will build on ongoing collaboration with UNDP/BDP/DGG and will be further elaborated through this new Governance Programme.

1.3.3. Support for the African Union (AU), the Regional Economic Communities (RECs) and Other Regional Organizations

RCF II provided crucial support for the transformation of OAU to AU and the establishment and operations of NEPAD and the APRM, and led to the strengthening of partnership with these institutions and mechanisms as well as with the RECs. Direct support was also provided by the UNDP to the RECs to assist in their strategic planning and programme implementation. Through RCF II, UNDP also supported the successful establishment of the AU Elections Monitoring Unit. An important lesson learned in this regard is that institutional weakness within AU are the main challenges faced and in themselves constitute an obstacle to the AU's absorption capacity for external assistance; an issue which requires urgent attention in the new UNDP Governance Programme. Under RCF II, Gender and sustainable environment and energy were covered as cross-cutting areas in all areas of the programme.

1.3.4. The Economic Governance and Public Administration Programme (AGPAP)

In many African countries, there is a need for an improved coherence between national poverty reduction strategies and budgets. The translation of growth and poverty reduction strategies into multi-year budget planning in view of achieving the Millennium Development Goals (MDGs) needs to be supported. In 2007, the "Pole –Development Strategies and Public Finances was created under the auspices of the UNDP to support national and regional initiatives aiming at strengthening the links between national development strategies and public budgets. The Pole provides advice and training on planning, programming, budgeting and monitoring and evaluation processes related to public policies. Since 2007, the Pole has provided support through; expert diagnosis of planning and budgeting process; leading technical support missions; technical support to regional reforms in public financial management and documenting practices, planning and budgetary tools in West and Central Africa. The programme will therefore draw and build upon these previous experiences to deliver assistance to countries and their peoples.

Under RCF II, and through a Preparatory Assistance (PA) Project, UNDP supported the implementation of urgent, high impact activities under the Africa Governance and Public Administration Programme (AGPAP). The PA was also designed to support the elaboration of the Africa Governance and Public Administration Programme which was implemented in partnership with the AU Pan-African Ministers of the Public Service. The PA has successfully supported the implementation of the programme of activities of the AU Pan African Ministers of the Public Service, including the thematic programmes undertaken under the leadership of the participating champion countries. Importantly, catalytic support has been provided to strengthening capacities of African Development Institutes with the aim of improving public management and service delivery in Africa. A key result has been support for the development of the long-term strategy of the African governance and public administration programme which is expected to be a key instrument in implementing this Programme. Under the new regional programme, this Governance Programme will provide an important platform for strengthening the responsiveness and effectiveness of democratic states in Africa and enhancing public service delivery capacities. Support is also being offered to management development institutions in the context of assessment and shared learning. Building on these initial achievements and taking into account the need to leverage Africa's promising economic outlook, UNDP is now collaborating with the Government of Spain to enhance capacities in this area. The Government of Spain has contributed US$ 5,354,752 aimed at strengthening the focus of UNDP's intervention in Africa under Outcome 2 of the Programme.

1.3.5. The Africa Governance Institute

An important element of RCF II support related to enhancing regional capacities for developing, codifying and sharing knowledge in the area of governance. To this end, UNDP supported the establishment of the Africa Governance Institute (AGI) in Dakar, Senegal as an independent institution and a centre of excellence on governance in Africa. While a Governing Board was established and some activities initiated, given its infancy, AGI faces some serious operational and resource capacity constraints. AGI needs to be supported to blossom into a state of the art pan-African think tank on governance with a mandate amongst others to foster dialogue on developmental governance and to harness and disseminate African Governance knowledge.

1.3.6. Other key Lessons from the RCF II Evaluation

The RCF II independent evaluation concluded that the focus areas of that phase (including that related to strengthening democratic and participatory governance) had been relevant to, and aligned with, the development priorities and needs of Africa. It also noted that RCF II had strengthened the continental efforts of the AU and had addressed problems with trans-boundary implications, in which joint action and greater regional integration and cooperation had added significant value. The evaluation also established that the regional programme's contribution had been pivotal to the successful launch and initial capacity development efforts of the continental initiatives undertaken through the AU. Similarly, the contribution of RCF II to capacity development for trade negotiations has been instrumental in strengthening the capacities of African countries for effective participation in global, regional and bilateral trade negotiations. The evaluation also noted the positive policy and advocacy impacts that RCF II initiatives has had, particularly in the areas of human development and capacity building for MDG-based planning.

Notwithstanding the positive developmental outcomes, the independent evaluation identified a number of challenges. Among the shortcomings was the realisation that RCF II activities and interventions were spread too thinly and lacked focus and meaningful impact. Further, many of the action were geared more towards day-to-day operations rather than capacity building while measures to assess institutional capacity and monitor progress were inadequate. Overall, the evaluation found that the long-term sustainability of efforts to enhance institutional capacity development was doubtful due to inadequate institutional capacity assessments at the planning stage and the absence of focused institutional development plans. The absence of clear exit strategies and sustainability plans, following the withdrawal of UNDP assistance, were also considered as major drawbacks. In short, RCF II lacked a clear focus on sustainable long-term institutional capacity development.

An equally crucial lesson from RCF II that should be highlighted is the importance of synergy between the country and regional programmes of the UNDP-RBA. Under RCF II, these two programmes operated largely in separate compartments. The result was that the two programmes failed to reinforce each other, resulting in a loss in efficiency and effectiveness. These challenges during RCF II have been taken into account in the elaboration of the UNDP Regional Programme Document for Africa, 2008 to 2011 (referred to hereafter as the third Regional Cooperation Framework (RCF III)) and in the preparation of this programme document.

II. Programme Strategy

2.1. Strategic Principles and Considerations

In its efforts to contribute to the process of consolidating democratic and participatory governance in Africa, UNDP will be guided by a number of strategic principles and considerations consistent

with those set out in the RCF III. Firmly anchored in the UNDP Strategic Plan, 2008-2013 which identifies capacity development as UNDP's basic mandate and function, RCF III also complements the UNDP-RBA Strategy for Capacity Development for Pro-Poor Growth and Accountability (CD-PGA) adopted in 2006. The aim of CD-PGA is to contribute in a focused and decisive manner to addressing the underlying constraints to self-sustaining growth and poverty reduction. Action to promote growth and reduce poverty has two key dimensions that underlie CD-PGA: promoting wide access to decent basic services, and fostering opportunities to increase incomes.

The first and critical principle is the importance of being guided by the experience of Africa in promoting good governance and capable states; and the imperatives of African leadership and ownership of the entire process. The maximisation of African ownership of the Regional Programme will be achieved through its continuous alignment with Africa's development needs and priorities and more systematic use of the Regional Programme Advisory Board (AB). The principle of African leadership and ownership is also essential in ensuring sustainability of the integration process. Concretely, this will entail anchoring the interventions of UNDP on the basic strategies, priorities and programmes of the eminent African institutions, notably AU and RECs. Mechanisms for doing so include strategically linking into their policies and programmes and organisationally more effective utilisation of the UNDP Liaison Office to the AU and the UNECA. The UNDP RSCs in Dakar and Johannesburg will be designated liaison offices to the RECs in their respective regions, with responsibility for facilitating close cooperation and synergy between this Governance Programme and those of the AU and RECs. Regular consultative meetings between UNDP, AU and the RECs will be organized.

2.1.1. Building on Lessons from Past UNDP Interventions in Governance

The second cluster of principles and considerations is related to the role of UNDP, its strategic partners' experience and lessons learnt. As outlined in section 1.3.6 above, among the lessons were: (i) the realisation that RCF II activities and interventions were spread too thinly and lacked focus and meaningful impact; (ii) doubtful long-term sustainability of efforts to enhance institutional capacity development; and (iii) absence of clear exit strategies. Therefore, this Programme will: (i) be guided by the development effectiveness principles of, and firmly anchored in, related programmes in this area of the UNDP Strategic Plan; (ii) adhere to the CD-PGA strategy; and (iii) support institutionalized and effective partnership with other donors active in this area, especially the UNECA and the AfDB. In terms of the actual strategy, RCF III aims, firstly, to limit its focus to clearly defined programme areas and fewer outputs. More specifically, all the governance-related initiatives, be they support to individual regional institutions or furtherance of ongoing and new endeavours, will be covered under this one umbrella Governance Programme. Secondly, Regional Programme resources will be focussed on capacity development interventions, underpinned by rigorous capacity assessments and clearly thought-out exit strategies. Consistent with the UNDP corporate framework on capacity development, the programme will specifically track progress on capacity development in relevant areas supported through this programme. Thirdly, RCF III will strive to strengthen regional and pan-African institutions with an eye on improving coherence and synergy between regional and country programmes and projects. Fourthly, better integration of gender equality and environmental concerns in RCF III shall remain a major consideration. Lastly, stronger financial management systems and more robust results-based management, monitoring and evaluation shall be adopted.

2.1.2. Rooting the Governance Programme on African Realities and Emerging Priorities

In light of the assertions made earlier that any assistance programme to Africa that is not firmly rooted in the realities of Africa is bound to fail, the new RCF will seek to respond to current and emerging development priorities and challenges in a dynamic manner, with the overarching purpose of developing local capacities across the chosen focus areas. Moreover, given the serious

capacity constraints facing Africa, the Regional Programme will not only design all of its policy and programmatic interventions from a capacity development perspective, but will also promote targeted institutional and human resource reinforcement programmes in critical areas. RCF III will be preceded by, and based on, solid analytical work regarding trends in governance in Africa. Some of this analytical work will be conducted by the UNDP- RBA itself, but much of it has and is being conducted by other institutions, notably UNECA in the process of preparing the African Governance Report. African universities and research institutions will continue to be active in generating ideas and recommendations on the enhancement of good governance and the building of capable states in Africa. Another important potential source of ideas and guidance in this area are CSOs, but the capacity of these institutions will have to be considerably enhanced for them to live up to their potential to undertake analytical and policy work on good governance in Africa. In pursuit of this objective, UNDP will work closely with these institutions and, where necessary, strengthen their capacity to do this analytical and policy work. UNDP will also encourage and facilitate partnership between them and African governments and intergovernmental institutions as well as partnership among the various non-state actors.

2.1.3. Ensuring Strategic Partnership in Strengthening Governance in Africa

In light of their central role in promoting regional integration, the AU and the RECs (principally SADC, ECOWAS, COMESA, EAC and IGAD) will be key partners and beneficiaries of the Programme. Given the fact that the main challenges facing the RECs relate to their operational and technical capacity to develop and implement their programmes, the Programme will complement the activities targeting the RECs envisaged in the UNDP *Regional Project to Strengthen Institutional Capacities to Accelerate Pro-Poor Growth and Accountability in Sub-Saharan Africa.* The Governance Programme's support to the RECs will focus on technical support to their governance-related initiatives and programmes, including supporting the development and implementation of governance-related regional frameworks. Further, to avoid duplication, the Governance Programme will develop synergies with a wide range of complementary regional projects, among them: (i) the *Regional Project for Gender Equality and Women's Empowerment in Africa,* which is aimed at promoting gender equality and women's empowerment; and (ii) *Accelerating Efforts to Mitigate the Impact of HIV/AIDS on Human Development* Project, which is aimed at strengthening Africa's response to HIV/AIDS.

A central element of the Strategic Plan is the UNDP Business Model that stresses the importance of partnerships in the delivery of its mandate. This strategy will be used under RCF III and this Programme for achieving the indicated outcomes.

In this regard, this programme will build on UNDP's ongoing successful partnership with the Governament of Spain in support of strengthening governance capacities in Africa including through Spain's contribution to the *"Regional Programme for Social Cohesion and Youth Employment for Sub-Saharan Africa* and the APRM Trust Fund, both managed by UNDP RBA. Also relevant is Spain's support to the DGTTF and the Global Programme on Electoral Cycle Support (GPECS).

In addition to core partnerships with other United Nations organizations and governments, UNDP/RBA will pursue innovative strategic partnerships with CSOs and networks as well as with the private sector. In this context, partnership between the UNDP and other donors is considered essential during RCF III. Thus, existing regional consultation mechanisms among UN agencies working in Africa will be reinvigorated and UN agencies will be encouraged to collaborate more actively through NEPAD. In fact, in implementing this Programme, the UNECA will be the main partner, building on the joint engagement in support of key regional initiatives and institutions such as NEPAD and its flagship APRM. Moreover, the joint initiatives around ADF, AGF and AFR will continue to be promoted as important mechanisms for learning and policy dialogue on governance questions. UNDP/RBA and UNECA will outline a joint

implementation strategy to support NEPAD and APRM, building on previous cooperation, and ensuring a division of labour based on the comparative advantages of the two agencies.

Another noteworthy partnership arrangement relates to the Governance and Public Administration Division (GPA) of UNECA, established primarily to facilitate the strengthening of governance institutions in Africa and working mainly within the context of the AU governance-related policy frameworks, namely: the African Charter on Democracy, Elections and Governance; the AU Convention on Corruption; and the AU Post Conflict Reconstruction and Development Framework (PCRD). The relevant protocols and governance related frameworks of the RECs will also be taken into account.

Similarly, there are collaborative opportunities with UNECA around anti-corruption programmes, especially with regard to policy research, training and capacity development, and advocacy through CSOs. The enhancement of the capacity of political parties with a view to improving pluralism and good governance is another area for collaboration. Similarly, civil society empowerment will be advanced through mutual collaboration between UNDP and UNECA in support of the African Centre for Civil Society (ACCS) which has a mandate to mainstream CSOs in the policy process, especially at the regional level, thus, giving them voice and power to engage in the regional policy agenda and conducting policy relevant research. Further, UNDP will extend support to the Africa Forum and related national initiatives that are considered as important partners, particularly in the context of UNDP's current efforts to widen support and consensus around and strengthen capacities in governance.

2.1.4. Linking Governance and the MDGs Agenda

The Programme recognises the centrality of democratic governance in the achievement of the MDGs and other international goals, and so will seek to optimise UNDP's comparative advantage, which lies in its holistic, cross-sectoral approach to human development, as indicated by the Strategic Plan. The Programme will build on the UNDP Strategic Plan's recognition that if national ownership governs the selection and design of UNDP programmes, then capacity development, simply stated, is 'how we do it'. In this respect, through this Programme, UNDP will seek to strengthen national capacities in several areas of comparative advantage that are aligned with the values and objectives of the Millennium Declaration. These are poverty reduction and the MDGs; democratic governance; crisis prevention and recovery; and environment and sustainable development. The Governance Programme will therefore anchor its interventions on expanding the capacity of governance-related institutions to help create a facilitating environment for delivering other goals for poverty reduction, crisis reduction and environmental protection. To this end, and, as already highlighted in section 2.1.3 above, implementation of this Programme will be strongly aligned to the other regional projects referred hitherto as well as secure linkages with the following regional projects:

a. '*Supporting MDGs-based National Development and Poverty Reduction Strategies*" through which the complement of field level based Economic Advisors has been doubled. In fact, where there is no presence of governance advisors at the CO level, the Economist could act as focal points for governance-related matters;
b. '*Support to the Implementation of the Peace and Security Agenda of the African Union Commission,* which is in line with promoting conflict prevention and fostering peace and security on the continent; and
c. "*Management of Environmental Services and Financing for Sustainable Development*" which is aimed at bringing to the attention of African governments, regional institutions and other regional and national non-state stakeholders to restore and better manage their environment.

The realization of the MDGs requires all people to have full opportunities to participate in the decisions affecting their lives. Therefore, in line with the priorities of Africa, and consistent with the objectives of the UNDP Strategic Plan, support to free and fair elections will be an integral

part of the Governance Programme. Moreover, in order to foster inclusive participation, the Programme will work through continental bodies to strengthen civic engagement at the national levels.

Enhancing public sector accountability can encourage an improved business environment and higher levels of private investment, directly resulting in improved economic and social development outcomes, as envisaged by the MDGs. Consequently, this Programme will implement the UNDP Strategic Plan by strengthening the capacities of regional institutions to facilitate the development of accountable and responsive governing institutions at the national levels. The recognition of the linkage between economic governance and political governance, manifested through the fight against corruption, will be a key consideration.

2.1.5. Mainstreaming Gender Equality and Women's Empowerment

In addition to being addressed as an underpinning principle for all interventions, gender equality is being targeted as a specific goal, focusing on the enhancement of women's economic and political empowerment. Consistent with UNDP's *Gender Equality Strategy* (2008-2011) and in alignment with the UNDP RBA Regional Gender Project, the Governance Programme will specifically promote and support gender equality and women's empowerment in the area of governance. The Regional Gender Project will be the primary means through which the enhancement of gender equality and women's empowerment will be achieved. Taking into account the important role of governance in mainstreaming gender and women's empowerment, the Programme will specifically ensure that gender equality is appropriately reflected throughout the various activities, in particular, those related to elections and political participation. In this regard, synergies will be identified between the Regional Governance and the Gender Projects. Specific activities will include diagnostic institutional assessments of gender equity frameworks and levels of women's participation in supported regional governance institutions and processes. In addition, the Programme will support partner institutions in developing and implementing women's empowerment strategies, including tools and instruments to monitor progress at the regional and national levels with regards to governance processes and institutions. Programme management and implementation arrangements will reflect gender equity considerations.

2.1.6. Ensuring Linkages Between Country, Regional and Global Programmes

In order to address the concern reflected in the evaluation of RCF II regarding the weak link between national and regional programmes, the Governance Programme will utilise several strategies. Firstly, the Programme is being developed in a manner that will align it with related "consolidating governance initiatives" as outlined in UN Development Assistance Frameworks (UNDAFs) and country programmes (CPs), so as to complement and mutually reinforce them and vice versa. This will be effected in such a manner so as not to impose additional financial burden on COs and vulnerable groups. Already, UNDP supports many country-level governance programmes from which key lessons for regional and cross-border governance programming can be derived. Secondly, efforts will be made to ensure that all the UNDP Resident Representatives/Resident Coordinators (RRs/RCs) are fully briefed on the contents of this Programme and requested to comment on how it relates to their CPs. Thirdly, where it is established that there is value in harmonising this regional programme with national projects, modalities will be worked out on how to achieve this. Fourthly, the RSCs in Dakar and Johannesburg will play an important role in ensuring alignment of the regional and national programmes primarily by ensuring that this Governance Programme is closely aligned with their Regional Governance and other related Practice teams. The RSCs will be expected to facilitate regular exchange of views between UNDP COs and the regional programme on the interface between country and regional programmes and how best to synergise these in the interest of efficiency and effectiveness in UNDP's cooperation programmes. Fifthly, in close collaboration will BCPR and BDP, the Governance Programme will support strategic country level governance

initiatives in select crisis and post crisis countries.

For global governance endeavours, the regional Governance Programme will build linkages with existing global programmes implemented by BDP/DGG, including the Global Human Rights Programme, the Global Programme on Access to Justice, the Governance Assessments Global Programme, and the Global Anti-Corruption Programme. Regional Programme activities will be complemented by regional-window activities of global programmes. Through the regional governance practice architecture, policy advisory and technical support services, particularly those based in the RSCs, will be deployed to support the implementation of this regional Governance Programme. In addition, dedicated resources from the regional programme will be set aside to facilitate such support.

2.2. Building Exit Strategies

In order to ensure sustainability of this Programme's efforts and achieve effective transfer of activities to African institutions, consistent with the recommendations from the evaluation of RCF II, this Programme will have an in-built exit strategy as an integral part of its capacity development approach. This strategy will entail rigorous initial diagnostic capacity assessments in each partner regional institution; development of a clear, time-bound capacity development plan reflecting well-planned knowledge and skills transfer; development and implementation of a monitoring and evaluation plan to track progress in capacity development; and articulation and implementation of a clear draw-down plan for programme assistance. The exit strategies will be jointly developed and implemented by the Project Manager and his implementation team, in close consultation with the beneficiary institutions. It will take into account relevant capacity strengthening activities provided through the *Regional Project to Strengthen Institutional Capacities to Accelerate Pro-Poor Growth and Accountability in Sub-Saharan Africa.* The exit strategies will result in the reduction or elimination of dependency on UNDP and other external assistance. Such exit strategies will not be at the expense of emerging governance needs which might require external support, including from UNDP.

2.3. Programme Outcomes and Outputs

In order to address the governance challenges outlined above, and in line with the priorities outlined in RCF III, the Governance Programme will implement the UNDP Strategic Plan by strengthening the capacity of regional institutions to facilitate the development of accountable and responsive governing institutions at regional and national levels, this being a critical element of democratic governance for human development. In doing so, the Programme will anchor its interventions on expanding the capacity of governing institutions to help create a facilitating environment for delivering other goals for poverty reduction and achievement of the MDGs; conflict prevention, peace building and economic recovery; and energy, environment and sustainable development. The APRM will operationalise UNDP support (through its regional programming) for nationally-owned democratic governance assessments as envisaged by the UNDP Strategic Plan.

As mentioned above, one of the drawbacks identified during the evaluation of RCF II was the tendency for activities and interventions to be spread too thinly, thereby lacking in focus and meaningful impact. In view of this, RBA has taken the decision to prepare one umbrella Governance Programme which will, in the aggregate, tackle all three key results areas outlined in the RPF III. Moreover, instead of formulating specific projects directed at individual institutions, the majority of regional institutions will benefit from UNDP capacity development support on governance through this medium.

The outcomes of this Governance Programme and the associated outputs and activities are outlined below.

2.3.1. Programme Outcome 1: Enhanced Political Participation and Management of Elections

The programme outputs through which this outcome will be realised will entail support (i) to activities aimed at enhancing national and regional institutional capacities and processes for democratic governance, with particular emphasis on improving the electoral support, management and monitoring capacities of the AU, and the RECs; (ii) for key regional governance initiatives such as APRM, and (iii) to strengthening the engagement of CSOs and other non-state actors (particularly the most marginalised groups) in democratic and service delivery processes, including to effectively organise, conduct and monitor elections. Special attention will be given to enhancing the participation of women in electoral processes as both candidates and voters and also to the role of youth in governance processes.

2.3.2. Programme Outcome 2: Strengthened Political and Economic Governance and Enhanced Service Delivery

This outcome will be achieved by improving regional and national economic governance and service delivery capacities. Capacities will be strengthened through support to evidence-based analysis and studies on economic governance and its linkages to service delivery in the context of emerging crises affecting the continent. Here, priority will be given to expanding ongoing support to the initiatives of the African Ministers of Public Service as well as strengthening complementary accountability and transparency mechanisms of the AU and RECs and at national levels. There will be increased emphasis on economic governance which will be supported mainly through the contribution from the Government of Spain. Interventions in this area will take into account the positive trends in Africa's economic growth path and recent changes in the development environment and the need to enhance Africa capacities for effective domestic resource mobilization, efficient management and equitable distribution. Key outputs related to this outcome will include:

i) Increased capacities of AU and RECs and their institutions for responsive, transparent and accountable public service delivery;
ii) Enhanced capacities of CSOs, women, youth, SMEs and the private sector to effectively participate in economic policy formulation, implementation, monitoring and evaluation at regional and national;
iii) Effective mechanisms at the state level to combat corruption in the public and private sectors as well as enhanced capacity of CSOs to monitor and fight corruption in the public and private sectors;
iv) Accountable fiscal management systems/policies that enable the benefits from economic growth/development to be reinvested in local communities in order to achieve sustainable development; and
v) Effective management of natural resources that will enable African governments to maximize the benefits of exporting commodities.

2.3.3. Programme Outcome 3: More Effective Regional Institutions

This outcome is aimed at establishing more effective regional institutions, primarily through strengthening the capacities of the AU and RECs to formulate and implement their governance-related programmes. The associated outputs entail support to regional and sub-regional organisations to enable them: (a) design and implement strategic plans and programmes to better respond to existing and emerging governance challenges; and (b) to effectively communicate and

advocate these among their various constituencies. The latter takes cognizance of the fact that, a more informed African citizenry, aware and supportive of AU and RECs and their values, vision, mission and activities is essential to accelerating the pace of regional integration. Achievement of the stated results, outcomes and outputs will rely heavily on support to improved coordination between the policy-making arms of AU and RECs and support to the mainstreaming of monitoring and evaluation techniques, all within the framework of the Abuja Treaty. Moreover, activities will include the provision of technical and advisory services and advocacy to Regional Organisations associated with the regional governance processes, together with support to the African Parliament and similar sub-regional oversight bodies to spearhead the ratification and domestication of the African Charter on Democracy, Elections and Governance. Sustained and expanded support to CSOs, including the media and the Africa Forum (of former Heads of States), will be essential aspects of the activities undertaken in this key results area. Another important element is the planned collaboration with the UN Office of the High Representative for the Least Developed Countries and Landlocked Developing Countries and Small Island Developing States (UNOHRLLS) to support the implementation of the Brussels Plan of Action 2001-2010 in Africa now replaced by the Instanbul Plan of Action 2011-2020.

This support will complement support provided through the *"Regional Project to Strengthen Institutional Capacities to Accelerate Pro-Poor Growth and Accountability in Sub-Saharan Africa"* referred to earlier.

2.3.3. Programme Outcome 4: Effective Governance Knowledge Management

This programme outcome will be achieved by strengthening and ensuring better understanding, codification and sharing of best African practices in governance. The effective management of knowledge generated through past, existing and future efforts is expected to be realised at AU and RECs as well as in other regional and national initiatives, through: (i) strengthening the capacities of African governance institutions, networks and think tanks/policy research institutions, based on rigorous assessments and using AGF, ADF and ADR as the main conduits; (ii) knowledge of governance identified, codified and shared at national and regional levels, with particular regard to training, establishment of best practice data-bases and the formulation and implementation of a knowledge management strategy for the APRM process, linked to other regional governance initiatives; and (iii) development and or enhancements of governance assessment tools, building on knowledge generated and collected from past and on-going reviews related to APRM, with a view to improving the quality of the reviews and the national programmes of action. Knowledge management will also be mainstreamed across the entire programme. This outcome will be primarily supported through the contribution from the government of Norway. However, knowledge management will be mainstreamed throughout the entire programme.

2.3.4. Programme Components

As stated earlier, in consonance with the recommendations of RCF II that emphasised greater focus and targeting and, in view of the strategic significance of democratic and participatory governance in realizing the broad development goals of Africa, a deliberate decision was taken by the Regional Bureau for Africa to design one broad umbrella programme for this focus area of RCF III, covering all the related outcomes and outputs. The special design for this focus area is seen as critical to achieving maximum impact and faster delivery of results, through the fostering of synergies and minimizing overlaps. Therefore, while seeking to respond to the specific governance capacity needs of individual regional institutions and actors, this regional Governance Programme is organised around a number of key components. This is intended to reinforce structured initiatives already launched by AU, RECs and strategic partners and, at the same time, maintain the highest degree of flexibility to respond to emerging demands and priorities. This implies the clustering of a number of outputs under **four programme components** as outlined below:

i. **Programme Component in Support of the APRM and NEPAD:** The APRM programme component, which will be continued from RCF II, remains the most strategic flagship for UNDP support to consolidating governance in Africa. The component will be managed from, and located in, Johannesburg to ensure proximity and effective responsiveness to the APRM Secretariat. The component will focus on developing and strengthening capacities of the APRM Secretariat to manage the APRM process and also on management of the APRM Trust Fund (including strengthening the capacities of the Secretariat to manage the Fund). This programme component will contribute towards the RCF III outcomes relating to enhancing political participation; enhancing the effectiveness of regional institutions; and ensuring the effective identification, codification and sharing of governance knowledge in Africa. Within this programme this component will primarily contribute to Outcome 1 *(Enhanced political participation and management of elections)* and Outcome 4 *(Better understanding, codifying and sharing best African practices in governance).* Special attention will be given to supporting National Programmes of Action of APRM through the Governance Units in UNDP COs, with the accompanying capacity and resource enhancements from this Programme. Overall coordination will be undertaken by RSCs, as appropriate. Key activities will include the provision of support to the APR Panel and APR Secretariat, focusing on:

a. Country background papers, country support missions, country review missions, and country reports;
b. Financial and implementation reports;
c. Provision of technical advisory services and advocacy work on NEPAD and APRM to countries, as needed;
d. Capacity strengthening of APRM to ensure that the decisions of AU and relevant RECs are fully integrated into the National Programmes of Action/National Development Plans; and
e. Capacity strengthening of the resource mobilization unit within APRM through training and technical and advisory services on the structure, strategy and operations of the unit.
f. Support NEPAD with advisory services at various inter-country and inter-agency forums, including the NPCA Secretariat, NEPAD Steering Committee, the Africa Partnership Forum and the NEPAD HSGOC;
g. Coordination of the Strategic Partnership issues and implementation of NPCA-UNDP Joint Action Plan;
h. Support the NPCA in the Development of a Long Term Strategic Framework through first supporting a Ten Year Review of NEPAD;
i. Support NPCA in the establishment of an Economic Development Policy Unit.

ii. **Programme Component for Economic Governance and Public Service Delivery:** This programme component which will be taken forward mainly with the contribution from the Government of Spain, will be aimed at contributing to the RCF III outcomes relating to enhancing economic participation of African Institutions and Peoples, enhancing economic governance and service delivery in Africa; enhancing the effectiveness of regional institutions; and ensuring the effective identification, codification and sharing of governance knowledge in Africa. With regards to this programme this component will primarily contribute to Outcome 2 *(Strengthened political and economic governance and enhanced service delivery)* and will focus on two key aspects: enhancing regional and national economic governance

capacities and support to Regional Public Service Delivery initiatives. There is need to strengthen regional and national regulatory frameworks for economic governance and accountability for improved service delivery to ensure among other things that democratic governance delivers discernible public goods and effectively responds to emerging crises. It is therefore important to improve the understanding of economic governance throughout the continent and its interface with democratic governance and public service delivery. This calls for training to enhance the analytical capacities of policy makers, elaboration and formulation of frameworks, instruments, tools, and methodologies at the regional level, for the effective deployment of economic governance strategies in order to improve service delivery and respond to emerging crises.

In terms of Economic Governance and Management, key activities will include:

a. Enhancing the economic participation in and accountability of economic policy processes by African peoples and regional economic bodies;
b. Building the capacities for fiscal management at national and local levels
c. Strengthening capacity for effective regulatory frameworks for natural resource extraction and financial flows.
d. Strengthening capacity for improved transparency in natural resource extraction and financial flows.

The Support for Regional Public Service Delivery mechanisms will entail:

a. Support to the African Governance Public Administration Programme including the development of a long-term strategy for the Ministers' Programme,
b. Enhancing the capacities of the AUC and the Conference of Ministers to develop and enforce normative frameworks
c. Supporting the implementation of the Africa Public Service Charter
d. Support local governance and local development including support to the African Conference of Ministers for Local Government.
e. Knowledge generation, Impact assessment and shared learning including building the capacity of management development institutes.

iii. **Programme Component to Strengthen Governance Capacities of AU and RECs:**

This programme component will be aimed at contributing to the RCF III outcomes related to enhancing political participation and management of elections; enhanced economic governance and service delivery; more effective regional institutions and better understanding, codification and sharing of governance best practices in Africa. With regards to this programme this component will primarily contribute to Outcome 3 *(More effective regional institutions)*. The key output will be the enhanced capacities of AU and RECs to develop and implement governance initiatives and programmes. Implementation of activities in support of ECOWAS will be delegated to the UNDP RR in the country where the ECOWAS Secretariat is located. Overall coordination of this support will be undertaken by RSC in Dakar. Support to SADC and EAC will be coordinated by the RSC in Johannesburg. Activities aimed at strengthening capacities of AU will be supported from the CO in Addis Ababa with overall coordination from RSC in Johannesburg. Key activities will include:

a. Supporting the implementation of the African Charter on Democracy, Elections and Governance,
b. Undertaking regional capacity development of election management bodies in Africa
c. Enhancing capacities of regional parliamentary bodies,
d. Supporting the increased participation of CSOs, women, youth groups in regional and sub-regional governance activities,
e. Supporting regional bodies including the AU and RECs, sub-regional parliaments and the Africa Forum to implement their regional programmes.
f. Enhancing the capacities of governance institutions in least developed and land-locked African countries to implement and monitor regional integration programmes and initiatives.

iv. **Programme Component for the Coordination of Joint UNECA/UNDP Governance Initiatives:**

This programme component will be aimed at contributing to the RCF III outcomes of more effective regional institutions and better understanding, codification and sharing of governance best practices in Africa. With regards to this programme this component will primarily contribute to Outcome 4 *(Better understanding, codifying and sharing best African practices in governance).* The Programme Component will aim at ensuring the effective management of strategic partnership with UNECA and other key partners (AU, AfDB and RECs) on governance initiatives and programmes. In addition, the component will support the AGR, AGF, AGI and other key strategic joint governance initiatives. This component, based in Addis Ababa, will support the three other components and ensure effective coordination and management of the strategic partnerships in governance with UNECA, AU and others. Key activities will include:

a. Identification of new, and management of existing, strategic partnership opportunities on governance issues,
b. Support to the development and publication of the Africa Governance Report under the leadership of UNECA,
c. Support the convening and facilitation of the Africa Governance Forum,
d. Support to the African Governance Institute
e. Support inter-agency coordination through the Regional Consultations Mechanism, including:

(i) supporting the overall coordination of cluster activities,
(ii) active leadership in the Governance Cluster,
(iii) active participation in other relevant clusters,
(iv) support the organization of annual RCMs and other sub-regional meetings,
(v) support preparation of joint reports to the HLCP and GA;
(vi) participate at the RCM/ NEPAD clusters and the AU Ten-Year Capacity Development Framework

III. Management Arrangements

3.1 Advisory Board

There is an Regional Programme Advisory Board (AB) for RCF III, which will also serve as the Advisory Board for this project. The AB which consists of representatives of African governments, opinion leaders, development partners, other UN and non-UN development agencies, will be expanded to include selected Resident Representatives/Resident Coordinators from each of the four African sub-regions (west, central, east, south). The AB will provide (i) strategic direction and policy advice, and (ii) suggestions on coordination with other agencies involved in germane projects. Their services will not be charged against this umbrella programme and other regional projects. The RBA will serve as the secretariat of the Board.

3.2 Project Governance

This will be at two levels. Overall accountability for the attainment of results and the judicious use of programme resources, that is, coordination, strategic direction and oversight for this project, will be the responsibility of the RBA Director, assisted by the Deputy Regional Director (DRD), in New York. The Programme will be directly implemented by the UNDP RBA. Consistent with the newly defined UNDP/RBA functional structure and under the delegated authority of the Regional Director, the responsibility for implementation and management of the Regional Governance Programme will be vested in the Deputy Director based in New York.

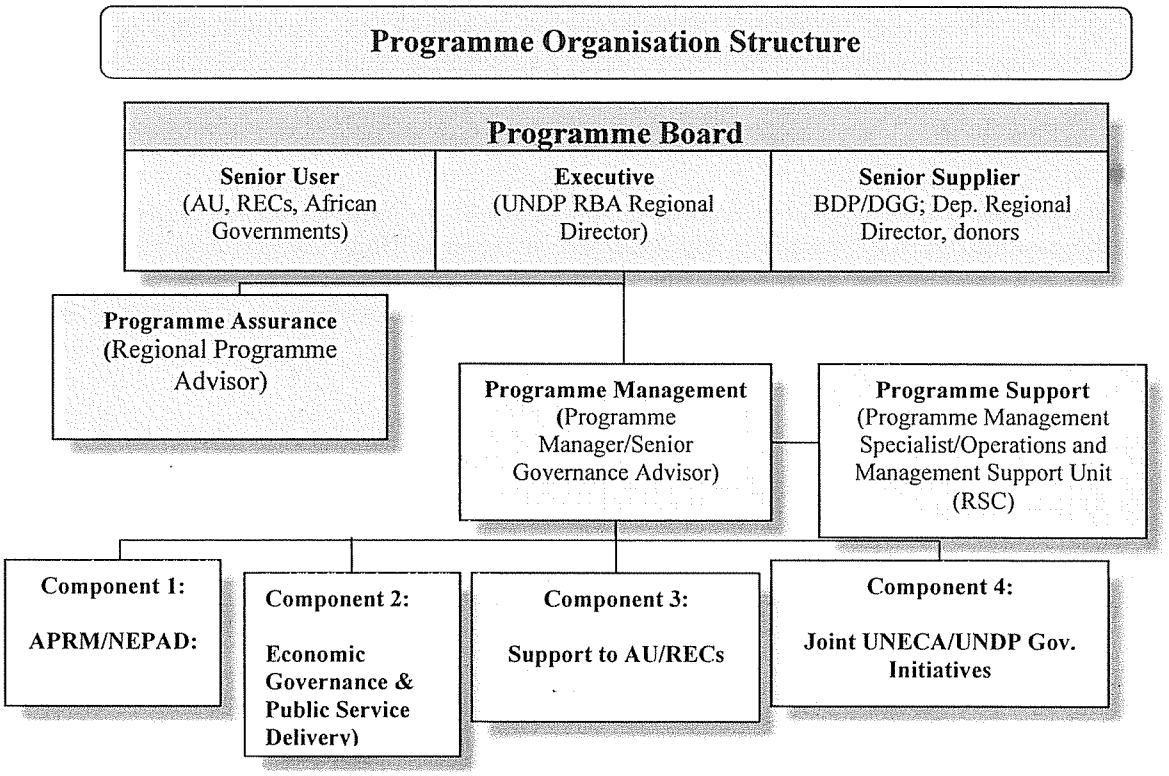
The RBA Director will be further assisted in his functions by a Programme Board, which will act as the Steering Committee (SC) for the project. The SC will be established by the RBA Director and, in providing strategic guidance, programme quality assurance, and financial oversight for the project, will: (i) approve work plans, including prioritization of project activities, shifts in strategic direction when required and assessment of the relevance and quality of activities, (ii) advise on coordination with other agencies involved in germane projects, and (iii) monitor results through review and approval of project reports on the quality of outputs and efficiency of output delivery.

The SC will meet twice a year, to review overall progress in the implementation of the project and between meetings there will be electronic exchanges of information and video-conferences. The SC will be comprised of senior representatives of key beneficiary institutions, such as the AU, NEPAD and RECs; international institutions (UNECA and AfDB); the RBA DRD; at least one RR/RC; and the Practice Director of the Democratic Governance Group in BDP and a representative of Regional Civil Society organisations. Members of the SC will be chosen for their leadership, experience and understanding of governance and capacity development issues. The composition of the SC will seek to reflect representation of women and achieving gender balance will be mandatory when selecting the members of the Steering Committee. The RBA Director will delegate chairing of the SC to the RBA DRD and for which the Senior Governance Advisor, based in RBA, will act as secretary.

Day to day management: The programme will be directly managed by the Senior Governance Advisor based in RBA/New York. He/she will report to the Deputy Regional Director (DRD) in New York who will be responsible under delegated authority of the Regional Director for overall oversight of the the Regional Programme in terms of quality and timeliness of services, preparation and implementation of annual work plans, preparation and circulation of reports, and efficient budget and expenditure management. The DRD will make arrangements for the delegation of day- to- day responsibilities for project management to the RBA Senior Governance Advisor who will act as Programme Manager. The delegated responsibilities of the Programme Manager will include: management and supervision of all programme staff, partnership building, resource mobilization, and liaison with partners (both beneficiary and donors) and reporting on progress to both the RBA Directorate and donors, as needed. The Programme Manager will also ensure overall regional policy and programme coherence in providing services to COs, programme countries, and partner regional institutions. In addition, he/she will provide

substantive and technical supervision and guidance to programme activities, paying attention to fostering coordination with germane activities carried out by other partners (UN agencies, CSOs and policy think tanks, etc.) to seek synergies and avoid duplication. The Programme Manager will be expected to work closely with and in collaboration the respective Governance Team Leaders at the RSCs.

In carrying out day-to-day programme management responsibilities, the Programme Manager will be assisted by Regional Programme Advisors for each of the four programme components mentioned in section 2.3.4 and a Regional Programme Management Specialist. The Regional Programme Advisors will be directly responsible for the day-to-day management of individual programme components, and will have matrixed report to the Programme Manager, New York on the results of their respective programme component and also to the respective directors/RR/RC of the regional centre or country office where they are based as the case may be. Further support will be provided by relevant Programme Specialists assigned to relevant programme components, as required, and they will report to the relevant Regional Programme Advisors. The Regional Programme Advisors and the supporting Programme Specialists will be recruited using programme funds. Coordination of programme components will be achieved through regular face-to-face and virtual meetings of all the Regional Programme Advisors and chaired by the Programme Manager/ Senior Governance Advisor.



To ensure timely and effective delivery of results, the following factors have determined the implementation arrangements of this umbrella Programme:

i. The diverse range of activities of the Programme;
ii. The imperative to work with and support a variety of African institutions as partners and beneficiaries;
iii. The geographic spread of interventions and target institutions across the continent;
iv. The importance of achieving complementarity, alignment and strategic oversight of the various programme interventions by UNDP/RBA to ensure that they effectively contribute to the key results areas and programme outcomes of the RPF III related to consolidation of participatory and democratic governance; and
v. The regionalisation of UNDP and the role of the RSCs in Dakar and Johannesburg which are able to manage and support implementation of region-based programmes consistent with the corporate UNDP regionalisation policy.

Based on the above determinants:

- Largely within the framework of programme component 3, mentioned in section 2.3.4, provision of support to ECOWAS will be coordinated by RSC in Dakar with some implementation responsibility delegated to the UNDP RR/RC in Nigeria where that REC is located;
- With regard to the programme component for the coordination of joint UNECA/UNDP governance initiatives, implementation responsibility will be delegated to the UNDP RR/RC in Addis Ababa, Ethiopia;
- Programme components supporting APRM/NEPAD and Economic Governance and Public Service Delivery will be coordinated from the RSC in Johannesburg;
- The two RSCs will consult with the concerned UNDP RRs/RCs on the human resource requirements for the implementation of the different components and reflect them in the first revision of the programme budget;
- The COs with delegated implementation responsibility for different programme components will submit periodic progress and financial reports to RSC, Johannesburg for review and consolidation into overall reports on the entire regional Governance Programme. Consolidation will be the responsibility of the Programme Manager/Senior Governance Advisor

In addition, support to operations and financial management and reporting on project activities will be provided by the Operations and Management Support Unit (OMSU) based in the RSC, Johannesburg and relevant units where the activities are being implemented as may be necessary. Where necessary, regional programme resources will be used to supplement staff costs of the OMSU.

3.3 Project Assurance

The Regional Director and the DRD will be supported by a Senior Governance Advisor based in New York who will provide strategic advice and programme management. He/she will ensure (i) that project commitments are in line with resources allocated, (ii) compliance with this substantive area of UNDP's Strategic Plan, as outlined in this project document, (iii) timely presentation of work-plans to RBA management for any needed re-allocation of resources, and (iv) timely production of quarterly updates to management on delivery of results. The BDP/Governance Team in Headquarters will work closely with the Senior Governance Advisor to contribute to the substantive alignment between project activities and UNDP policies and practices and will also provide technical guidance to the Regional Democratic Governance Practice Leader in Johannesburg and Dakar, Programme Advisors and other project staff. A Regional Programme Specialist will be recruited to support project implementation and oversight in New York.

The RBA Evaluation Advisors will facilitate regular monitoring and timely evaluation of project activities.

3.4 Project Execution

In view of the critical role given to UNDP to provide assistance to developing the capacities of national and regional institutions to promote and sustain democratic governance on the sub-continent, and in line with the decentralization strategy of UNDP and the increasing need for enhanced accountability and quality assurance, this project will be directly executed by the RBA/RSC in Johannesburg. Furthermore, there is no single UN or other agency with the package of expertise and experience required to support beneficiaries and partners in this vital area.

IV. Programme Timeframe

The Programme initially covered a 3-year period, 2009-2011, with main activities starting in 2009. However implementation started only in 2010. The Programme has now been extended for an additional two years 2012 to 2013.

Initiation phase

During the initiation phase, relevant arrangement was defined between UNDP and UNECA, the main programme partner on the modalities and areas for cooperation. Where possible, Letters of Agreement with relevant partners and beneficiaries were also concluded. Arrangements have also been made to establish the Steering Committee, Advisory Board and overall programme management put in place.

As in the first phase, consultative meetings will be held with key partners and stakeholders (AU, UNECA, UNDP Resident Representatives and donors) on the Programme and to facilitate collaborative arrangements. A resource mobilisation strategy has also been developed and w implemented as an integral part of the RSCs and RBA's resource mobilization strategy.

The annual work plan (AWP) will continue to be finalised through a consultative process with all programme stakeholders.

V. Monitoring and Evaluation

Programme monitoring and evaluation procedures will be guided by UNDP corporate guidelines. The evaluation will be conducted in accordance with UNDP corporate evaluation policy, which was approved by the UNDP Executive Board at its 2006 annual session. The evaluation policy is consistent with UN General Assembly resolution 59/250 and the norms and standards for evaluation set by UNEG of April 2005[7] and agreed upon by the implementing partners in accordance with the established procedures of UNDP.

Monitoring of results will be conducted throughout the life cycle of the programme with the objective of confirming whether planned outputs are being produced as planned and efficiently, identifying decisions that need to be made concerning changes to the already planned activities in subsequent stages; verifying continued relevance of planned activities and identifying and analysing emerging risks and challenges to be taken into account in achieving results.

To support systematic monitoring, a Monitoring Framework will be developed and agreed with key stakeholders.

Five percent (5%) of total regional programme resources allocated to this Regional Governance Programme will be reserved for monitoring and evaluation activities. In accordance with the

[7] UNDP Strategic Plan, 2008-2011. Accelerating global progress on human development 2007

current programming policies and procedures, the Regional Governance Programme will be monitored through the following mechanisms:

Within the annual cycle

a. On a quarterly basis, an activity/output based assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in a specifically designed Activity/Output Management Matrix.

b. An issue log shall be activated in Atlas and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.

c. Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

d. Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Programme Manager to the SC through the DRD, using the standard report format available in the Executive Snapshot. The QPR will be based on Output/Activity Based Quarterly reports submitted to the Programme Manager by each Regional Programme Advisor.

e. A programme lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

f. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

g. Given the wide scope, geographic span and multitude of the activities and partners in the Programme, field visits and periodic (quarterly) discussions will be held with the key stakeholders in each of the four (4) programme components.

Annually

a. *Annual Review Report*: An Annual Review Report shall be prepared by Programme Manager and shared with the SC and the Advisory Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR, covering the whole year with updated information for each element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

b. *Annual Programme Review*: An annual Programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the Programme, build consensus among partners on issues directly relevant for the achievement of planned results and appraise the AWP for the following year. In the last year (2011), this review will be a final assessment. This review is driven by the SC and may involve other stakeholders, as required. It shall focus on the extent to which progress is being made towards outputs, and to ensure that these remain aligned to appropriate outcomes. The results of the review will be communicated to the SC and the RBA Director.

Ex-post Evaluation

An ex-post evaluation shall be undertaken by independent consultants. The aim shall be to look at the lessons learnt and the actual impact of the Programme following conclusion of the programme in 2013.

VI. Communication, Reporting, and Knowledge Products' Capture

Communication is a critical component of this project. Direct (vertical and horizontal) communication among partners, beneficiaries, and stakeholders will be emphasised. The regional

scope of the project offers a unique opportunity to document, package, and share new knowledge products, innovative practices, and tools arising from the execution of the Programme in diverse regional, sectoral and institutional contexts.

In addition to supporting knowledge management of governance best practices in Africa, the various programme components and supporting activities offer a rich pool of tools and knowledge products of practice and policy relevance, valuable to package and upgrade overtime in a cumulative process of knowledge generation and capacity development. Thus, capturing knowledge generated from the implementation of the Programme will be a key facet and will be the responsibility of the Programme Manager. A programme internet website, integrated into RBA HQ, RSC, and UNECA websites, will serve as a communication outlet providing insights into the Programme' activities and achievements. The website will also serve as an interactive platform (linked to the Regional Governance Community of Practices), connecting all Programme constituents and stakeholders. It will provide real-time information and highlights of achievements, best practices, innovative approaches, as well as new knowledge and practices. The UNDP/RBA Regional Communications Advisors will provide technical support and advice on a Programme communications strategy.

VII. Potential Risks and Risk Mitigation Strategies

Areas of potential risk are outlined below with suggested mitigating strategies:

Risks	Mitigations Strategies	Responsibility for management of risk
Delays in finalisation of integration of NEPAD into AU and approval of APRM structure under the AU auspices	1. Ensure flexibility in programme design to accommodate possible delays. 2. Sequence activities to ensure that activities not dependent on integration can continue to be supported 3. Continuously monitor developments related to integration and ensure close consultation and collaboration with the AU/NEPAD	RBA/ RSCs RDs; Senior Governance Advisor; Programme Manager
Multiplicity and spatial distribution of programme components leading to fragmentation both RSCs	1. Well qualified Programme Advisors, placed in close proximity to the principal beneficiaries and with direct responsibility for the implementation of each of the programme components and who are accountable for results of the umbrella Programme will be critical 2. An efficient coordination, review monitoring accountability mechanism developed and implemented 3. Regular oversight by policy advisors responsible for assurance 4. Regular reporting to, and meetings of, the SC to provide guidance and strategic direction	RD (RSC Johannesburg; Programme Manager; M & E Policy Advisors
Human resources, potential staffing challenges to recruiting project staff with both sector and programme/ project implementation expertise	1. Facilitate on-the-job training and active learning to enhance capabilities when analysis, planning and assessment competencies are inadequate among programme implementing staff. 2. Align Programme with RSC (Dakar and Johannesburg) Governance Practices. 3.Technical backstopping and advice by RSC based Governance Practice, BDP Policy Advisors and technical staff	Programme Manager; Programme Advisors
Timely action plan elaboration and execution within budget and timeframe	1. Set action plan elaboration in work plan; define and agree on norms, modalities, and timeline for delivery	Programme Manager; Programme Advisors; Senior Governance Advisor
Limited capacity transfer to African Institutions during	1. Undertake rigorous diagnostic capacity assessments. 2. Develop capacity development strategies	Programme Advisors; Programme Manager; M and E Policy Advisors

project cycle	for each institution. 3. Set framework for collaborative learning and knowledge capture with realistic expectations of capacity transfer during project cycle 4. Develop robust monitoring and evaluation framework for capacity development	
Changes in external environment and emerging needs; competing agendas and priorities	1.Build a negotiated margin of flexibility in project implementation and provide opportunities for piloting innovative approaches and meeting emerging needs 2.Ensure that the Programme is aligned with beneficiaries and regional institutions' priorities and complements existing initiatives 3.Ensure close consultation, collaboration, and communication during the programme initiation phase and throughout implementation	Programme Manager, Programme Advisors
Financial resource constraints	Develop and implement resource mobilisation strategy	Programme Manager; Programme Advisors; DRD,RBA

VIII. Partnership and Resource Mobilisation Strategy

The Programme will engage multiple level and purpose partnerships with relevant stakeholders in mobilizing resources under joint delivery and cost sharing agreements and greater outreach to beneficiaries and ensure relevance, effectiveness and efficiency in the Programmes delivery. Consequently, it will leverage purposive and value adding multi-stakeholder partnerships with bilateral and multilateral development agencies and initiatives inclusive of AfDB, APF, DFID, EU, CIDA, SIDA, NORAD, the Government of Spain, and WB as well as emerging donors, for complimentary and synergistic interventions and resource mobilization. To capitalise on joint initiatives, partnerships will be strongly encouraged with sister UN agencies, such as UN Department of Political Affairs, UNDESA and UNECA (which will be the main partner). In demonstration of the enhanced implementation of UN reforms "Delivering as one", engagement and participation of COs and UN Country Teams' (UNCTs) will be crucial to the Programme's outreach and impact at regional and country levels. In mobilizing support for the AU and RECs, they will be designated both beneficiaries and strategic partners.

The Programme underscores the mobilization and utilization of the comparative advantages of non-state actors as both service providers and beneficiaries. In line with their dual roles, strategic partnerships will be forged and strengthened with specialized regionally-based CSO networks, leading governance think tanks and institutes in the region and outside. Similar outreach will be fostered to other south-based organisations working on governance issues, the media and the private sector-(inclusive of the African Diaspora) as well as networks supporting women's engagement and political participation. In this connection, advocacy and social dialogues initiatives, and networks such as FEMNET, Women Law and Development in Africa (WILDAF), EASSI, Femmes Afrique Solidarité (FAS), Equality NOW, African Women's Association for Research and Development (AAWORD) will be paid particular attention.

Crucially, as stated above, within UNDP, the Programme will seek synergies and partnerships with other UNDP/RBA Regional Programmes including the *Regional Project to Strengthen Institutional Capacities to Accelerate Pro-Poor Growth and Accountability in Sub-Saharan Africa*; the *Regional Project for Gender Equality and Women's Empowerment in Africa*, as well as the Regional Trade, Peace and Security and HIV Projects. In addition, synergies, complementarities and alignment will be developed through regional windows of UNDP Governance Global Programmes managed by BDP, including: the Global Programme for Electoral Cycle Support (GPECS), the Global Programme on Parliamentary Support (GPPS), the Governance Assessments Programme; the Global Programme for Anti –Corruption for Development Effectiveness (PACDE), the Global Programme for Access to Justice, Global Human Rights Strengthening Programme (GHRSP), and the Legal Empowerment of the Poor Initiative (LEP). Finally, synergies and partnership will be sought and developed with UN-wide programmes such as the South-South exchange initiative.

IX. Legal Context

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the project document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. The legal basis for this project document is the UNDP Regional Programme Document for Africa (2008-2011 as extended to 2013). The administration of the project will be governed by UNDP rules and procedures as defined in the UNDP Programme and Operations Policies and Procedures within the broader policy context defined by the Executive Board. This programme will be directly implemented by the UNDP RBA.

X. Results and Resources Framework

Intended Outcomes:

Outcome 1: Enhanced Political Participation and Management of Elections

Outcome indicators: *% increase in # of historically marginalised groups participating in democratic processes and assuming decision making roles in Africa*

% increase in # of countries holding credible, transparent and peaceful elections in Africa

Outcome 2: Strengthened Political and Economic Governance and Enhanced Service Delivery

Outcome Indicators: *% increase in countries that have adopted and implemented programmes to improve service delivery and economic governance in Africa with UNDP support.*

Outcome 3: More Effective Regional Institutions

Outcome Indicators: *AU and RECs effectively implementing their political and economic governance programmes and initiatives at regional and national levels with UNDP support*

Outcome 4: Better Understanding, Codifying and Sharing of Best Practices in African Governance

Outcome Indicators: *Increase in numbers of African best practices codified.*

Increase in extent of dissemination of governance knowledge by regional/sub-regional organisations and African Institutes.

Strategic Plan Outcome: Fostering inclusive participation; Strengthening accountable and responsive governance institutions

Partnership Strategy; The Consolidating Democratic and Participatory Governance in Africa Programme will collaborate with the UN system actors in governance assistance (UNECA as the primary strategic partner; UNDESA, and others) in the implementation of the activities of the Programme. Beyond the UN system, the Programme will collaborate with African Governments and other strategic partners in providing governance assistance such as the AfDB, World Bank and networks of regional organisations and CSOs as appropriate. The programme will be implemented with substantive and financial support from the Governments of Spain and Norway.

Project title and ID (ATLAS Award ID): Consolidating Democratic and Participatory Governance in Africa; Atlas Award ID: 00058204; Project ID: 00071788

INTENDED OUTPUTS	OUTPUT INDICATORS & TARGETS	INDICATIVE ACTIVITIES	2011	2012	2013	RESPONSIBLE PARTIES	INPUTS (US$)
	Outcome 1: Enhanced Political Participation and Management of Elections						
Output 1.1: Strengthened Capacities of African Peoples including CSOs, women, youth, non-state actors to effectively participate in political processes with a focus on elections.	Intended Result: Competitive and Credible Election Processes and Systems						$1,200,000

Baseline: 1. Since adoption of African Charter on Democracy, Elections and Governance the implementation capacity of the AU for electoral support is weak with only two (2) assigned experts in the Elections Unit. 2. Low levels of political participation by marginalised groups	AU Charter on Democracy, Elections and Governance in force by 2013.	1.1.1: Support to AU and RECs to develop and elaborate an implementation strategy and programmes on the African Charter on Democracy, Elections and Governance.	X	X	X	AU, RECs, CSOs, UNDP, UNECA, Governments	Staff time Consultants, Workshops, Travel, DSA, Equipment
	At least 5 countries take concrete steps to domesticate the AU Charter on Democracy, Elections and Governance by 2013.	1.1.2: Support the Development of tools, instruments and regional programmes for the national domestication and implementation of African Charter on Democracy, Elections and Governance.	X	X	X	AU, RECs, CSOs, UNDP, UNECA, Governments	Staff time Consultants, Workshops, Travel, DSA, Equipment
	(a) % increase in numbers of registered voters participating in national political and governance processes in Africa by 2013. (b) Disaggregated data on electoral participation in terms of gender, youth and marginalized groups in select elections.	1.1.3: Develop system to document, analyse and disseminate data on electoral participation by women, youth and other marginalized groups in selected countries.		X	X	UNDP, EMBs, Governments	Staff time Consultants, Workshops, Travel, DSA, Equipment
	% increase in number of national elections declared credible and transparent in Africa by 2013.	1.1.4: Provide technical and financial assistance for sequenced roll out and implementation of strategy and programmes focused on credible, transparent and peaceful on African elections in 2012 and 2013.	X	X	X	AU, RECs, CSOs, UNDP, UNECA, Governments	Staff time, Consultants, Workshops, Travel, DSA, Equipment

Baseline: 1.Number of qualified and trained election monitors deployable by the AU is limited 2. Capacities of EMBs to facilitate and manage election monitoring and observation is weak	Intended Result: Pool of trained and experienced regional elections monitors established and operational						$300,000
	% increase in number of qualified and trained election monitors at the regional level.	1.1.5: Develop and implement training programme for regional level elections monitors under the auspices of the AU and RECs.	X	X	X	AU, RECs, CSOs, UNDP, UNECA, Governments	Staff time, Consultants, Workshops, Travel, DSA, Equipment
	Increase in capacities of EMBs to facilitate electoral monitoring and observation	1.1.6: Through AU and RECs, conduct regional training/experience sharing workshops for EMBs on Management and Administration of Electoral Observation		X	X	AU, UNECA, RECs, Governments, UNDP RBA/BDP (GPECS), UNECA, CSOs, donors.	Staff time, Consultants, Workshops, Travel, DSA, Equipment
Output 1.2: Enhanced Capacities of National and Regional Institutions to ensure Transparent and Credible Electoral Processes, Systems and Outcomes. Baseline: 1.Poor Quality of Electoral Processes in African Countries 2.Weak election management capacities in keys areas 3. Violent and Consistently Contested Electoral Outcomes.	Intended Result: Capable Electoral Management Bodies in Africa presiding over credible and transparent elections consistent with the African Charter on Elections and Democracy and other international electoral standards						$200,000
	By 2013, increase in number of African countries with programmes to ensure peaceful electoral processes and outcomes.	1.2.1: Under auspices of the AU and RECs support EMBs to operationalise Programming Guide on Elections and Conflict in Africa.		X	X	AU, RECs, Governments, UNDP, UNECA, donors,	Staff time, Consultants, Workshops, Travel, DSA, Equipment
	# of countries (EMBs) accessing knowledge and comparative experiences in strategic areas related to elections management.	1.2.2: Conduct Regional Training Workshops for EMBs on select topics including: (i) Election Dispute Resolution (ii) Management of Voter Registration (iii) Voter Education and Engagement of Civil Society (iv) Elections related		X	X	AU, RECs, Governments, UNDP, UNECA, Regional Electoral Support Organisations, donors,	Staff ime, Consultants, Workshops, Travel, DSA, Equipment

		technology.					
	Increase in number of pre-election technical assessment missions conducted by the AU.	1.2.3: Provide support to the AU/RECs to undertake pre-election technical assessments missions in select countries.	X	X	X	AU, RECs, Governments, UNDP, UNECA, donors,	Staff time, Consultants, Travel, DSA, Equipment
	Select Regional networks of EMBs operational and providingplatform for experience sharing	1.2.4: Support regional networks of national electoral commissions building on ECOWAS and SADC experiences.	X	X	X	AU, RECs, Governments, UNDP, UNECA, donors,	Staff time, Consultants, Workshops, Travel, DSA, Equipment
	AU Regional Conference on Election System Reform in Africa convened	1.2.5: Support AU to convene regional conference to discuss and electoral system reform in Africa.		X		AU, RECs, Governments, UNDP, UNECA, donors,	Staff time, Consultants, Workshops, Travel, DSA, Equipment
	Study on Sustainable Election Financing conducted and published	1.2.6: Support study on Sustainable Election Financing in Africa		X	X	AU, RECs, Governments, UNDP, UNECA, donors,	Staff time, Consultants, DSA, Publication
	Intended Result: Informed Effective Public Participation in Regional Democratic Governance Processes						$200,000
Baseline: 1. Poor CSO participation in regional governance processes.	Increase in number of CSOs effectively participating in AU and RECs governance initiatives by 2013.	1.2.7: Facilitate policy dialogue and engagement between AU, RECs, governments and civil society	X	X	X	AU, RECs, APRM Secretariat, UNDP, UNECA, CSOs, donors.	Staff time, Consultants, Workshops, Travel, DSA, Equipment
Output 1.3: Enhanced Participation by Youth in	Intended Result: Improved African Youth Participation in Continental Governance Inititiatives.						$500,000
	Increase in number of African Youth Organisations	1.3.1: Support initiatives by youth to participate in political		X	X	AU, RECs, Regional Youth Organisations,	Staff time, Consultants,

Continental Governance Initiatives Baseline: Youth participation in the formulation and implementation of regional and national policies is poor due to limited understanding of governance and weak youth leadership capacities.	participating in Continental Governance Initiatives.	and other democratic processes				Former Heads of State Forum, UNECA, UNDP, Private Sector, Governments, donors	Workshops, Travel, DSA, Equipment
	Intended Result: Enhanced and acknowledged role of women in political, governance and national development.						$200,000
Output 1.4: Increased participation by women in governance and decision-making processes at regional and national levels Baseline: Equal participation of women in regional and national political and governance processes and institutions is yet to be achieved despite that many African governments have acceded to the Solemn Declaration on Gender Equality in Africa and the	Regional advocacy and experience sharing initiatives on strategies to increase in number of women in politics and key decision- making positions at the regional and national levels.	1.3.1: Through the AU and RECs, support regional advocacy initiative for the promotion of women role in political and governance processes through their accession to high decision-making offices.	X	X	X	AU, RECs, Government, Regional Women's Networks, UNDP, Governments	Staff time, Consultants, Workshops, Travel, DSA, Equipment
	Guidance toolkit developed to support programmes to increase women's participation in elections	1.3.2: Develop regional tool to support women's participation as candidates in national electoral processes.	X	X	X	UNDP, Governments,EMBs, Regional Women's Networks,	Staff time, Consultants, Workshops, Travel, DSA, Equipment

Convention on the Elimination of Discrimination Against Women [CEDAW]	Network of women parliamentarians operational at PAP and RECs level.	1.3.3: Support development of network of African women parliamentarians.	X	X	X	PAP,RECs, UNDP, Government, Regional Women's Networks, Governments	Staff time, Consultants, Workshops, Travel, DSA, Equipment
	Outcome 2: Strengthened economic governance and enhanced service delivery						
Output 2.1: Increased capacities of AU, RECs and African Governments and their institutions for responsive, transparent and accountable public service delivery. Baseline: 1. Public service capacities in Africa are weak and unresponsive to demands of the populations. 2. The African Public Service Charter was adopted in January 2011 but is yet to be ratified and domesticated by African countries.	Intended Result: Improved service delivery in African Countries						$1,800,000
	(a) Conference of African Ministers of the Public Service fully operational and effective (b) Initiatives to strengthen public service capacities in select African countries (service champions) implemented.	2.1.1: Provide technical support to Africa Governance and Public Administration Programme (AGPAP), namely: (a) Finalize the Long-term Strategy for the Ministers' Programme (b) Techncial support to 3 management development institutions and networks as centres of Excellence (c) Strengthening capacities of the Secretariat of Ministers' Conference (d) Support National Implementation of Ministers	X	X	X	AU Conference of Public Service Ministries, UNDP, UNECA, AGPAP Champion Governments	Consultants, Workshops, Travel, DSA, Equipment)

		Anti-Corruption Strategy (e) Technical and financial support to the Conference of Ministers to implement its long-term strategy (f) Ratification and implementation of Africa Public Service Charter (g)Technical support to AMCOD Secretariat to elaborate and implement its strategic plan (h) Technical support to select regional local government capacity building institutes (i) Development of knowledge products on local governance and local development. (j) Policy support to AU/AMCOD/ RECs on local governance and local development agenda					
Baseline: Poor systems of accountability and transparency resulting in misallocation and mismanagement of public resources and poor responsiveness to populations	Intended Result: Effective, Accountable and Transparent Public Sector in Africa						
	Regional initiative developed to enhance capacities of accountability/anti-corruption institutions in select countries	2.1.2: Support Regional Initiative for national implementation of regional and sub-regional accountability/anti-corruption frameworks and conventions including UNCAC	X	X	X	AU, RECs, UNECA, UNDP (RBA/BDP), National Anti-Corruption Bodies, CSOs Governments	Staff time, Consultants, Workshops, Travel, DSA, Equipment
	# and quality of learning/experience sharing events convened for national anti-corruption bodies	2.1.3: Convene regional learning/experience sharing events and workshops for national anti-corruption bodies.	X	X	X	AU, RECs, UNECA, UNDP (RBA/BDP), CSOs Governments	Staff time, Consultants, Workshops, Travel, DSA, Equipment

	# and quality of training initiatives targeting anti-corruption networks and CSOs.	2.1.4: Conduct training of regional and national anti-corruption CSO networks in order to enhance their capacities to monitor public expenditure and resource management.		X	X	UNDP (RBA/BDP), Anti-Corruption networks, CSOs Governments	Staff time, Consultants, Workshops, Travel, DSA, Equipment
Output 2.2: Enhanced Regional and national capacities for aligning national development strategies with public budgeting processes in West and Central Africa through the Pole Dakar Project. Baseline 1. Poor understanding of and capacities in public financial management (PFM) amongst the majority of civil servants servants in participating countries 2. Planning and Management at all levels of government in participating countries is not results-based resulting in inefficient management of public expenditures.	Intended Result: Enhanced regional and national capacities for national planning and budgeting in West Africa						$500,000
	(a) Improved Public Financial Management Capacities of civil servants in participating countries .	2.2.1: Provide capacity and technical support to public administrators in select countries.	X	X	X	RSC WACA, UEMOA, CSOs, Governments	
	(b) Results-based management introduced and applied in participating countries in order to improve the efficiency in management of public expenditure.	2.2.2: Provide training on RBM and sector based planning and programming to relevant line ministries in select countries.	X	X	X	RSC WACA, UEMOA, CSOs, Governments	
	(c) Increase in capacities of accountability institutions (parliaments and supreme audit institutions) to undertake oversight of relevant finance, planning and line ministries in participating countries.	2.2.3: Provide training and technical support on PFM to parliaments and supreme audit institutions (SAI) in particiapating countries in order improve effectiveness, accountability and transparency.	X	X	X	RSC WACA, UEMOA, CSOs, Governments	Staff time, Consultants, Workshops, Travel, DSA, Equipment
	Intended Result: Enhanced Capacities of Parliaments, CSOs and SMEs to engage in economic policy formulation and implementation processes						$1, 000,000

Output 2.3: Enhanced capacities of CSOs, SMEs and the private sector to effectively participate in economic policy formulation, implementation, monitoring and evaluation at regional and national levels. Baseline: 1. Low levels of understanding and participation in Economic Governance by African parliaments, local assemblies, Private Sector/SMEs, and CSOs.	(a) Increased capacities of CSOs and SMEs to participate in and scrutinise economic and budget processes in select countries.	2.3.1: Provide technical capacity building support to CSOs and SMEs on economic governace.		X	X	UNDP, Regional CSO networks, SMEs	Staff-time, consultants, workshops, Travel DSA, Equipment
	(b)Strengthened capacities of national parliaments and local assemblies to review and scrutinise economic policies in select countries	2.3.2: Provide technical capacity building support to CSOs and SMEs on economic governace.		X	X	UNDP, National and regional parliaments, and local assemblies	Staff-time, consultants, workshops, Travel DSA, Equipment
	(c) Economic literacy and M&E tools developed for Parliaments, CSOs and SMEs in select countries.	2.3.3: Develop economic literacy programmes for Parliaments, CSOs and SMEs in selct countries.		X	X	UNDP, CSOs, SMEs, National and regional parliaments, and local assemblies	Staff-time, consultants, workshops, Travel DSA, Equipment
	Intended Result: Improved capacities of Public Economic Management Bodies in select African countries to develop and implement economic development processes in an inclusive and accountable manner.						
Output 2.4.: Effective mechanisms at the state level to combat corruption in both the public and private sectors as well as enhanced capacity of CSOs to monitor and fight corruption in the public and private sectors Baseline: 1. Economic Governance	(a) Measures in place to rationalize and integrate SME sector into national and regional economic governance frameworks in select countries.	2.4.1: Conduct Regional Training for Economic Management Bodies (e.g. central banks, tax commissioners, and ministries of economic planning and finance) and RECs on ensuring inclusion of SMEs and marginalised groups and Accountability in public finance management frameworks.		X	X	UNDP, CSOs, SMEs, Governments, UNDP, ECA, Donors	Staff-time, consultants, workshops, Travel DSA, Equipment

systems/ Processes in African Countries are weak and not inclusive. 2. Economic Governace policies often do not reflect the priorities, needs and concerns of the affected populations 3. Poor Understanding of economic and property rights and measures to protect them within poor, marginalized populations. 4. Currently, most economic governance regulatory frameworks excludes informal sector.	(b) # of mechanisms to decrease levels of public corruption and violation of economic rights developed and implemented in select countries.	2.4.2: Provide capacity development support in anti-corruption and socio-economic rights in select countries		X	X	AU, RECs, Governments, UNDP, ECA, Donors	Staff-time, consultants, workshops, Travel DSA, Equipment
	(d) Measures developed to increase participation in and access to economic opportunity for women and youth managed SMEs	2.4.3. Support the AU/NEPAD in its technical assessments missions and developing capacity development for Economic Governance		X	X	AU, RECs, Governments, UNDP, ECA, Donors	Staff-time, consultants, workshops, Travel DSA, Equipment
	Intended Result: Increased Participation of Women in Economic Governance Processes						
Baseline: There is poor participation of women in regional and national economic governance processes.	(a) Increase in number of women participating in economic policy making discussions at the regional level.	2.4.4: Support regional advocacy initiative (through the AU/NPCA and RECs) to promote women's participation in economic governance processes.		X	X	AU, RECs, Government, Regional Women's Networks, UNDP, Governments	Staff-time, consultants, workshops, Travel DSA, Equipment
	(b) Increased number of countries with economic governance policies and processes that are gender sensitive and gender affirmative	2.4.5:Provide technical support to select countries to develop/adapt tools and processes to support women's economic participation and leadership in key economic institutions and processes		X	X	AU, RECs, Government, Regional Women's Networks, UNDP, Governments	Staff-time, consultants, workshops, Travel DSA, Equipment
	Intended Result: Improved accountabity, transparency and inclusiveness in Fiscal Management Policies in select countries						$1,000,000

Output 2.5 Improved accountability in fiscal management systems/policies in select African countries Baseline: 1.Weak link made between taxation and representation as a basis for demanding accountability from officials. 2.Limited understanding of fiscal policy issues by oversight institutions such as parliaments.	(a). Increase in understanding of relationship between fiscal policies and development	2.5. 1: Training of networks of regional and national organisations working on national accountability programmes to enhance understanding and monitoring of fiscal policies		X	X	AU, RECs, UNECA, UNDP (RBA/BDP), CSOs Governments	Staff time, Consultants, Workshops, Travel, DSA, Equipment
	(b) Increased # of African states have measures in place for the improved accountability of fiscal policies	2.5.2: Undertake training of regional, sub-regional and national Parliaments to sensitize them on implications of fiscal policies on key development priorities		X	X	AU, RECs, UNECA, UNDP (RBA/BDP), CSOs Governments	Staff time, Consultants, Workshops, Travel, DSA, Equipment
	(c) Better understanding of governance drivers of diaspora involvemnent in economic governance.	2.5.3: Conduct study on Governance Initatives on dispora investment conducted in select countries				AU, RECs, UNECA, UNDP (RBA/BDP), CSOs Governments	Staff time, Consultants, Workshops, Travel, DSA, Equipment
	Intended Result: Improved Capacities of African Countries and local communities to mobilise and manage revenue from natural resources						$1,000,000

Output 2.6 Improved transparency in management of natural resources in select countries enabling African governments to maximize the benefits to the population Baseline: Many African countries have ineffective policies and mechanisms in place to control benefits from natural resources.	(a) Instruments developed to improve transparent regulation of natural resource extraction in select counries (b)Tax systems in select African countries reviewed with a view to to increase rents from extractive industries (mining, fisheries, forestry, agriculture)	2.6.1: Conduct Regional Training for Economic Management Bodies (e.g. central banks, tax commissioners, ministries of economic planning and finance) and RECs on transparent management of natural resources and the extractive sector		X	X	AU, RECs, UNECA, UNDP (RBA/BDP), CSOs Governments	Staff time, Consultants, Workshops, Travel, DSA, Equipment
	(c) Tools and instruments in place to ensure accountability in management of natural resources in select countries	2.6.2; Support mechanisms to ensure transparency of mining contracts in select countries.		X	X	AU, RECs, UNDP, CSOs Governments	Staff time, Consultants, Workshops, Travel, DSA, Equipment
		2.6.2: Support the development of tools, instruments guides for the domestication and implementation of anti-corruption protocols that cover natural resource charters		X	X	AU, RECs, UNDP CSOs Governments	
	Intended Result: Increased engagement of local communities in select countries to ensure transparency in management of natural resources						
	a) Increase in number of local communities that have access to information on management and distribution of natural resources in their environs.	2.6.3 Provide technical support to local communities in 5 countries to increase awareness and develop capacities on management use and distribution of natural resources.		X	X	UNDP, CSOs Governments	

		2.6.4: Support development/review of national natural resource policies to include negotiations with communities on natural resource revenues in 5 countries		X	X	UNDP, CSOs Governments	
	Outcome 3: More Effective Regional Institutions						
Output 3.1: Increased capacities of AU and RECs and their institutions for implementing governance initiatives and programmes. Baseline: 1.Limited AU/RECs capacity to develop and implement regional and sub-regional governance programmes 2. Weak coordination between AU and RECs on governance issues. 3. RECs have weak monitoring and enforcement capacities of regional governance conventions and frameworks 4. Decisions taken for the creation of new institutions for the establishment of the African Economic Community have not been implemented	Intended Result: Improved capacities of AU and RECs to formulate and implement political and economic governance initiatives and programmes.						$2,600,000
	(a) Increase in AU and RECs capacities to implement and monitor regional governance frameworks. (b) Increased coordination between AU, and RECs on governance issues. (c) Revision of the stages for creating the AEC contained in the Abuja Treaty completed and effective implementation of the outcome initiated (d)Work on the strategy and plan for the rationalization of the RECs completed and follow-up action taken (e) Decisions taken on the creation of the monetary and financial institutions of the African Economic Community further developed and	3.1.1: Review of AU and selected RECs capacities for implementation and M&E of governance programmes and initiatives.		X		AU Commission, UNECA, RECs, UNDP, CSOs, donors	Staff time, Consultants, Workshops, Travel, DSA,
		3.1.2: Facilitate regular and institutionalized meetings among the chief executives of the RECs and among the heads of the policy making organs of the RECs with those of the AU focused on governance issues.		X	X	AU Commission, RECs, UNECA, UNDP (RBA).	Staff time, Consultants, Workshops, Travel, DSA,
		3.1.3: Support AU/RECs to monitor and evaluate mainstreaming and national implementation of their governance policies, programmes and decisions.		X	X	AU Commission, RECs, UNECA, UNDP.	Staff time, Consultants, Travel, DSA, Equipment
		3.1.4: Provide regular governance training programmes for the staff of the AU and RECs.	X	X	X	AU, RECs, UNECA,UNDP	Staff time, Consultants, Workshops, Travel, DSA,

	implemented (e) Programmes and activities on sub-regional and regional integration fully implemented	3.1.5: Facilitate meetings and working groups to follow-up action regarding the findings and recommendations of the study and consultations relating to the revision of the Abuja Treaty	X	X	X	AU, RECs, UNECA,UNDP	Staff time, Consultants, Workshops, Travel, DSA, Equipment
		3.1.6: Preparation of the strategy and action plan for the implementation of the revised Abuja Treaty.	X	X		AU, RECs, UNECA,UNDP	Staff time, Consultants, Workshops, Travel, DSA, Equipment
		3.1.7: Support towards studies, consultations and other preparatory work for the African Investment Bank, the Monetary Fund, the Central Bank of Africa, and the African Stock Exchange		X	X	AU, RECs, UNECA,UNDP	Staff time, Consultants, Workshops, Travel, DSA, Equipment
		3.1.8: Capacity development support in the form of training and equipment, to the Department of Economic Affairs of the AU Commission to enable it to effectively engage in planning, monitoring and evaluation.	X	X	X	AU, RECs, UNECA,UNDP	Staff time, Consultants, Workshops, Travel, DSA, Equipment
	Intended Result: Enhanced capacity of the AU and regional institutions (APRM and NPCA) in implementing the APRM and other governance initiatives.						$4,700,000

Baseline Weak capacities of the AU and RECs to develop and implement their governance plans programmes APRM Secretariat and Panel have weak capacities to manage and support the APRM process.	Number and types of national APRM assessments and national programmes of action effectively conducted. At least 10 new countries complete the APRM process by 2013 with effective participation of CSOs, women and other non-state actors.	3.1.9: Support to the APR Panel APR Secretariat and programme countries focusing on: the preparation of Country Background Papers; Enhanced participation of CSOs in the APRM process. Country Support Missions; Country Review Missions Preparation of Country Reports; Preparation of financial and implementation reports Provision of technical advisory services and advocacy work on NEPAD and APRM to countries as needed Support for the integration of the capacity of the APRM to ensure that the decisions of the AU and relevant RECs are fully integrated into the National Programmes of Action/National Development Plans. (h) Strengthening of the capacity of the resource mobilization unit within APRM through training and technical and advisory services on the structure, strategy and operations of the unit.	X	X	X	APRM Secretariat, , UNECA, AfDB, UNDP Country Offices, governments	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication

	APRM Communication and Advocacy Strategy effectively in place and operational	3.1.10: Support the development and operationalisation of a Communication and Advocacy Strategy for APRM	X	X		AU, UNECA, APRM Secretariat AfDB, UNDP	Consultants, Staff time, Workshops, Travel, DSA;
	Degree of implementation in recommendations of Capacity Audits of the APRM Secretariat	3.1.11:Support capacity audits of the APRM Secretariat and of a representative sample of countries that have acceded to the APRM system	X	X	X	AU, UNECA, APRM Secretariat AfDB, UNDP	Consultants, Staff time, Workshops, Travel, DSA;
	Increase in number, types and effectiveness of country-level programmes that have incorporated and implemented results/outcomes of APRM country reviews.	3.1.12: Commission a Study on how to implement country programmes based on findings of APRM country reviews; and develop and implement tool to effectively integrate APRM assessment into National Governance Planning Frameworks.	X	X	X	AU, UNECA, APRM Secretariat AfDB, UNDP	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
	Increase in number and types of African CSOs aware of APRM and and its programmes, and those effectively engaged in-related processes and initiatives	3.1.13: Support to the sensitization of Africa's civil society on the African Peer Review Mechanism and through selected initiatives	X	X	X	AU, UNECA, APRM Secretariat, AfDB, UNDP, CSOs	Consultants, Staff time, Workshops, Travel, DSA;
	NPCA Economic Development Policy Unit (EDPU) established.	3.1.14: Support for the set up of NPCA Economic Development Policy Unit (EDPU)		X	X	UNDP and NPCA	International Staff; travel, DSA, equipment
		3.1.15: Interface with UNDP Africa-based Economists		X	X	UNDP and NPCA	International Staff; travel, DSA, equipment

		3.1.16: Design, develop and finalize a NEPAD Internship programme.		X	X	UNDP and NPCA	International Staff; travel, DSA, equipment
	Assessments undertaken and reports produced	3.1.17: Support development of assessment reports arising from key policy outcomes of NEPAD HSGOC Steering Committee, APF		X	X	UNDP and NPCA	Consultants; Travel and DSA
	Long-term Strategic Framework for Africa's development in finalised	3.1.18: Support for the development of the Long Term Strategic Framework for the Africa's development		X	X	UNDP and NPCA	Consultants; Travel and DSA
	Key NPCA products and reports developed	3.1.19: Support to NPCA on strategic outcomes of NEPAD processes, i.e. APF thematic papers; G8 / G20 accountability reports		X	X	UNDP and NPCA	Consultant, travel and DSA. workshops
	Better functioning of NEPAD HSGOC, SC, APF	3.1.20: Facilitate active UNDP and NPCA engagement in NEPAD HSGOC, SC, APF.		X	X	UNDP and NPCA	Staff-time, Travel and DSA.
	10 Year Review Report published	3.1.21: Support for the Ten Year Review – Recruitment of the Lead Consultant and participation in the SC meetings		X	X	UNDP and NPCA	Consultants; Travel and DSA; workshops

	Number, of coordinated and effective programmes to support AU/NEPAD priorities.	3.1.22: Support inter-agency coordination through the Regional Consultations Mechanism, specifically: (a) effective support to the Overall Coordination of cluster activities; (b) active leadership in the Governance Cluster; (c) active participation in other relevant Clusters; (d)support the organization of the annual RCM meeting and sub-regional meetings; (e) support preparation of joint reports to the HLCP and GA.	X	X	X	AU Commission, NEPAD, UNECA, & UNDP	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
	Number of joint activities undertaken at regional and sub-regional level to contribute to the implementation of the AU Ten-Year Capacity Building Programme	3.1.23: Participation in the process of alignment of the RCM/ NEPAD priorities and the AU Ten-Year Capacity Development Framework;	X	X	X	AU, UNECA, RBA	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
	Number, types and effectiveness of regional programmes implemented at country levels.	3.1.24: Facilitate, through a consultancy, the development of modalities for the translation of continental consensuses into programmes that are implemented at country levels	X	X	X	AU, RECs, UNECA, AfDB, UNDP (RBA)	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
	Intended Result: Improved capacities of the African Parliament and Sub-regional Parliamentary Forums						$600,000

Baseline: Weak capacities of the Pan African Parliament due to: 1. Low levels of understanding amongst African parliamentarians of their functions 2. Limited responsiveness to the needs of their respective constituencies and, 3. Limited understanding of governance and development issues by African Parliamentarians	(a) Pan African Parliament able to effectively implement its mandate by 2013. (b) Increase in capacities of Regional MPs to oversee development of regional policies and respond to demands of their respective constituencies. (b) Increased capacities of African Parliamentarians to engage in regional governance processes and development discourse. (c) Improved coordination between the African Parliament and National Parliaments.	3.1.25: Provide support to African Parliament to spearhead ratification and domestication of the African Charter on Democracy, Elections and Governance	X	X	X	African Parliament, AU, RECs, SADC/ECOWAS Parliamentary Forum; Governments, UNDP, CSOs	Consultants, Staff time, Workshops, Travel, DSA
		3.1.26: Undertake regional training (workshops, seminars) to sensitize regional, sub-regional and national parliaments on MDGs	X	X	X	African Parliament, AU, RECs, SADC/ECOWAS Parliamentary Forum; Governments, UNDP, CSOs	Consultants, Staff time, Workshops, Travel, DSA.
		3.1.27: Support to sub-regional parliamentary forums on implementation of regional parliamentary standards including facilitation of Speaker's Forums of Regional and sub-regional Parliamentary bodies	X	X	X	African Parliament, AU, RECs, SADC/ECOWAS Parliamentary Forum; Governments, UNDP, CSOs	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
		3.1.28: Support development and implementation of public outreach strategy for regional and sub-regional parliamentary bodies. .	X	X	X	African Parliament, AU, RECs, SADC/ECOWAS Parliamentary Forum; Governments, UNDP, CSOs	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
Output 3.2: Greater popular awareness of the governance missions, vision, strategic plans and activities of the RECs Baseline: There is little public awareness of the governance related activities of the RECs or broad social participation in the	Intended Result: Improved public knowledge/understanding of the governance activities of AU and RECs						$300,000
	(a) Increased public support for sub-regional and regional integration (b) Greater and institutionalized participation of the private sector and Civil Society Organizations, especially women's organizations, in the	3.2.1: Preparation and distribution of publications, including awareness raising campaigns to sensitize the public on the governance activities and achievements of the AU and RECs	X	X	X	AU, RECs, UNECA, UNDP (RBA),CSOs, media,	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
		3.2.2: Facilitate participation of regional CSO networks, the	X	X	X	AU, RECs, UNECA, CSOs, media.	Consultants, Staff time,

activities of these institutions. This limits sustainable public support for the governance programmes of these institutions.	governance activities of the RECs (c)An engaged media on the governance aspects of the mission, vision, strategic plans and activities of the AU and RECs	private sector, youth and women's organizations in governance programmes of the AU, RECs.					Workshops, Travel, DSA
		3.2.3: Support regular media campaigns on the governance aspects of the AU and RECs mission, vision and achievements.	X	X	X	AU, RECs, UNECA, RBA, CSOs, media.	Consultants, Staff time, Workshops, Travel, DSA; Printing and Publication
		3.2.4: Facilitate regular dialogue and consultations between RECs and AU on key governance issues	X	X	X	AU, RECs, UNECA, CSOs, the media.	Consultants, Staff time, Workshops, Travel, DSA;
	Intended Result: More inclusive and interactive partnership with regional, state and non-state actors/stakeholders on governance issues in Africa						$150,000
	Effective AU Communications Strategy for Governance Programmes developed and fully operational by 2013.	3.2.6: Support development of an AU communications strategy.	X	X		UNDP (RBA),AU, NEPAD, CSOs	Consultants, Staff time, Workshops, Travel, DSA.
		3.2.7: Supporting regional and efforts on improving 'access to information' policies and strategies		X	X	UNDP (RBA/DGG), AU; Commission, Governments	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
		3.2.8: Supporting to facilitation of e-governance for improved transparency of AUC governance products and services.		X	X	UNDP,AU Commission	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and

							Publication
Output 3.3: Strengthened Capacities of Regional Organizations, Legislative, Judicial and Executive Structures in the Promotion of Rule of Law and Human Rights.	Intended Result: Enhanced capacities of AU, RECs and national institutions to promote and protect human rights and freedoms in Africa						$300,000
	Strengthened coordination and functional capacities of justice and human rights institutions at continental, regional and national levels; Accelerated ratification and domestication of human rights instruments; Effective implementation of human rights instruments and enforcement of human rights decisions African human rights norms promoted and popularised	3.3.1: Support the AUC, AU and RECs organs and institutions to implement the HRSA Action Plan		X	X	UNDP, AU and RECs human rights and justice organs and institutions, Governments, NHRIs and NANHRI Secretariat, Chief Justices Forum Secretariat, CSOs	Staff time, Workshops, Travel, DSA, Consultants Printing and Publication
		3.3.2: Support regional and national efforts to increase justiciability of economic and social rights		X	X	UNDP, AU and RECs human rights and justice organs and institutions, Governments, NHRIs and NANHRI Secretariat, Chief Justices Forum Secretariat, CSOs	Staff time, Workshops, Travel, DSA, Consultants Printing and Publication
Output 3.4: Effective mechanisms for promotion of democratic governance and peace in Africa established and strengthened. Baseline: Due to capacity constraints, the role of the African Forum has been limited to ad-hoc requests by individual countries or the AU to assist with mediation,	Intended result: Strengthened capacities of African institutions aimed at promoting democratic governance and peace.						$800,000
	Number of conflict prevention, mediation, social cohesion and democratic governance promotion programmes developed and implemented by the Africa Forum.	3.4.1: Capacity Development for the African Forum focusing on: (a). Facilitation of Africa Forum Initiatives (b). Implementation of projects, including assessments, conflict mediation, social cohesion and democracy promotion.	X	X	X	UNDP, Africa Forum	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication

social cohesion democratic governance and peace promotion initiatives.							
Output 3.5: Improved capacity of governance institutions in landlocked and least developed countries in Africa to design, implement and monitor trade facilitation measures so as to enhance regional integration Baseline The Instanbul Action Plan was adopted in 2010 reaffirmed that weak governance capacities in LLDC in Africa contribute to the high trade transaction costs are among the major causes of the continued marginalization of landlocked African countries from the international trading system.	Intended Result: Enhanced capacities of governance institutions in least developed and land-locked African countries to implement and monitor regional integration						$500,000
	(a). Enhanced governance capacities of the LDCs (b). Follow up to Instanbul Action Plan	3.5.1: Support implementation of Instanbul Action Plan with focus on: (a) Improved governance capacities in African LLS (b) Regional integration and trade facilitatin of African LDCs	X	X		UN-OHRLLS	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication

	Outcome 4: Better understanding, codifying and sharing best African practices in governance						
Output 4.1: Capacities of African governance institutions, networks and think-tanks strengthened Baseline: 1. Limited willingness and/or capacity to produce and share knowledge and experiences on governance among African countries. 2. Institutional and human resource capacity limitations continue to constrain many African institutions to effectively identify, collect, codify, and share knowledge on good governance. 3. The quality and quantity of existing databases on best practices in Africa on good governance are limited. 4. Weak and inadequate African dialogue frameworks.	Intended Result: Knowledge on positive African experiences in governance identified, codified and shared						
	a) High quality knowledge products covering Economic Governance subjects produced and disseminated b) Web based portal established and operational c) Network of experts/practitioners in Africa that focuses on peer learning and knowledge sharing established d) Training materials on managing knowledge on democratic governance developed and disseminated. Directories of experts in strategic fields of political and economic governance developed. (e) AGR developed and published (f) AGF convened	4.1.1. Support and collaboration on the production of the African Governance Report (AGR)	X	X	X	UNECA, UNDP, Governance Institutes, Academic Institutions, donors	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
		4.1.2. Facilitate preparation of the National country reports of the AGR.	X	X	X	UNECA, UNDP, Governance Institutes, Academic Institutions donors	
		4.1. 3.Convene workshops and learning events in the production of the AGR.	X	X	X	UNECA, UNDP, Governance Institutes, Academic Institutions donors	
		4.1.4. Hire consultants to produce the AGR.	X	X		UNECA, UNDP, Governance Institutes, Academic Institutions donors	
		4.1.5.Undertake launch communication and outreach on the AGR.		X	X	UNECA, UNDP, Governance Institutes, Academic Institutions donors	
		4.1.6. Provide training to African institutions on identification, collection and codification of knowledge on good governance.	X	X	X	UNECA, UNDP, Governance Institutes, Academic Institutions donors	

5. Baseline: Currently, there is poor knowledge sharing on economic governance practices, instruments and operational modalities.		4.1.7. Organise two meetings of the AGFVIII Steering Committee and Reference Group	X	X		UNDP,UNECA, AUC, AfDB.	
		4.1.8. Develo and implement Media Outreach and Communications Strategy for AGF VIII	X	X		UNDP,UNECA, AUC,AfDB,	
		4.1.9. Develop background papers for AGFVIII	X	X		UNDP,UNECA, AUC,AfDB, Governance Institutes, Academic Institutions	
		4.1.10. Organize in-country multi-stakeholder consultations in 30 AGFVIII countries	X	X		UNDP,UNECA, AUC,AfDB, Governments Governance Institutes, Academic Institutions	
		4.1.11. Organize consultative/Dialogue workshop on AGFVIII with RECs	X	X		UNDP,UNECA, AUC,AfDB, Governments Governance Institutes, Academic Institutions	
		4.1.12.Organise two pre-AGFVIII policy dialogue consultations on gender, and youth respectively.	X	X		UNDP,UNECA, AUC,AfDB, Governments Governance Institutes, Academic Institutions	
		4.1.13. Convene the AGFVIII for approximately 300 participants from 30 countries	X	X		UNDP,UNECA, AUC,AfDB, Governments Governance Institutes, Academic Institutions donors	
		4.1.14. Prepare AGFVIII proceedings report and translate into AU languages	X	X		UNDP,UNECA, AUC,AfDB,	

		4.1.15. Ensure quality control and publication of all AGFVIII reports	X	X		UNDP,UNECA, AUC,AfDB, Governance Institutes, Academic Institutions	
		4.1.16. Organise media outreach and dissemination of AGFVIII outcomes	X	X		UNDP,UNECA, AUC,AfDB, Governments	
		4.1.17: Develop web-based database on regional governance institutes/organizations and experts.	X	X		UNECA, UNDP, Governance Institutes, Academic Institutions donors	
		4.1.18: Support to Southern and East African Chief Justice Forum Annual Conference aimed at sharing and codification of best practices and good lessons in pro-poor justice sector reform in Africa.		X	X	UNDP, Southern and East African Chief Justices Forum, donors	
		4.1.19: Support to mainstreaming governance (access to justice and human rights) in agenda of Africa Judges Colloquium	X	X	X	UNDP, Southern and East African Chief Justices Forum, donors	
		4.1.20: Support to Southern African Legal Information Institute aimed at collection, publication and dissemination of African legal materials.	X	X	X	UNDP, Southern and East African Information Institute, donors	
		4.1.21. Support and collaboration on the production of the African Economic		X	X	UNDP, ECA, Governance Institutes, Academic institutions, NPCA	Consultants, Staff time, workshops, DSA, printing,

		Governance highlights					equipment
		4.1.23: Support to the development of on-line directories of experts in democratic governance		X	X	UNDP, ECA, Governance Institutes, Academic institutions, NPCA	Consultants, Staff time, workshops, DSA.
		4.1.24: Support the development and consolidation of mechanisms for sharing knowledge, experiences and best practice on democratization and good governance.	X	X	X	AU, RECs, AfDB, UNDP (RBA), RECs, UNDP (BDP/DGG), UNDP Country Offices, Governments African Governance Institutes, CSOs, academic institutions	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
		4.1.25: Support consolidation of regional governance communities of practice and databases on best practices.	X	X	X	AU, RECs, AfDB, UNDP (RBA), RECs, UNDP (BDP/DGG)	
	Intended Result: Enhanced knowledge sharing						$300,000
	On-line training materials on managing knowledge on democratic governance developed and disseminated.	4.1.26 Develop and disseminate training materials targeting country level capacities to manage knowledge on democratic governance issues.		X	X	UNDP/RBA/BDP, UNECA, Governance think tanks, AU, RECs	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
	Needs assessment of governance knowledge undertaken	4.1.27: Undertake needs assessments, including training and research needs for AU, RECs and selected CSOs.		X	X	RBA, AU, RECs, BDP/DGG/OGC	Consultants, Staff time, Workshops, Travel, DSA;
	Intended Result: An Effective Pan-African Institute on Governance						$500,000

Output 4.2: Africa Governance Institute strengthened	Africa Governance Institute established and operational	4.2.1: Provide expert support to the AU 4.2.2: Mobilize partnerships and advocacy including fund-raising 4.2.3: Convene technical and training seminars on relevant governance topics 4.2.4: Establish an online documentation centre 4.2.5: Purchase books, periodicals and other documents and reference materials 4.2. 6: Procure project equipment, furniture and vehicles 4.2.7: Convene distinguished lecture series on topical governance issues		X	X	UNDP, UNECA	
	Intended Result: Enhanced capacity of select research organisations and non-state institutions (CSOs) for policy engagement and advocacy on democratic governance						$200,000
Baseline: Policy research organizations and CSOs have weak capacities for collection, analysis and dissemination of information related to governance, democracy and development in Africa.	Increased knowledge management capacities of policy research organisations and CSOs.	4.2.8: Support dissemination of information on democratization, good governance and related development issues in Africa to policy research organisations and CSOs.		X	X	AU, RECs, , Governments, UNDP, UNECA, CSOs, Research Institutes, donors	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
Output 4.3: Knowledge of governance identified, codified	Intended Result: Enhanced coordination and cooperation among governance-related African institutions, networks and think-tanks, sub regionally and on the continent						$300,000

and shared Baseline: Weak coordination, cooperation and operational capacities and systems for effective knowledge management and sharing on good governance practices, instruments and operational modalities.	African best practices, including APRM processes results, codified, disseminated and integrated into good governance frameworks.	4.3.1: Support development and implementation of knowledge management strategy for the APRM process	X	X		APRM Secretariat, AU, AfDB, governments, UNDP/RBA	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
		4.3.2: Facilitate linkages between APRM and African academic Institutions and global research institutes	X	X	X	APRM Secretariat, AU, AfDB, governments, UNDP/RBA	
		4.3.3: Integrate APRM work programme into other Regional Initiatives		X	X	APRM Secretariat, AU, AfDB, governments, UNDP/RBA	
	Enhanced coordination and cooperation among governance-related African institutions, networks and think-tanks	4.3.4: Support the coordination and cooperation capacities among governance-related African institutions, networks and governance institutes.	X	X	X	AU, RECs, CSOs, UNDP, Governance Institutes, Academic Institutions, Governments	Consultants, Staff time, Workshops, Travel, DSA; Equipment, Printing and Publication
Output 4.4: Democratic governance assessment tools	Intended Result: African best practices, including APRM process results, effectively supported, codified, disseminated and integrated into governance frameworks						

developed and/or modified. Baseline: Currently, there is poor knowledge sharing on democratization and good governance practices and tools.	Number of governance frameworks that have effectively incorporated results of the APRM process and African best practices.	4.4.1: Commission a Study on how best to codify, disseminate and integrate African best practices including APRM into governance frameworks at regional and national levels.	X	X		AU, RECs, UNECA, NEPAD, APRM, AfDB, UNDP RBA, COs, Governments	Consultants, Staff time, Workshops, Travel, DSA; Printing and Publication
		4.4.2: Integrate study findings into governance programmes		X	X	UNDP, COs, Governments	
Programme Costs							**$22, 258,113**
(Of which Programme Management)							**$4, 500,000**
Monitoring and Evaluation							**$950,000**
TOTAL BUDGET							**$22,258,113**
UNDP Regular contribution							**$13,000,000**
Contribution from Government of Spain							**$5, 354,752**
Contribution from Government of Norway							**$3, 903, 361**
Unfunded							None