

**AFRICA GOVERNANCE INSTITUTE / UNITED NATIONS
DEVELOPMENT PROGRAMME
REGIONAL BUREAU FOR AFRICA**

PROJECT DOCUMENT

Project Title: 'Promoting Democratic, Accountable and Developmental Governance in Africa'. UNDP Phase Two Support for the Africa Governance Institute

UNDP RCP Outcomes

1. Improved democracy and accountability in African States as a means of development effectiveness.
2. Strengthened capacity of African States to institutionalize participatory and developmental governance.

Expected Outputs

Assist AGI in offering a range of tools to achieve its objectives through policy research and advocacy, capacity development and the management of knowledge and collective intelligence on democratic and developmental governance in Africa.

Project Summary: This project is designed to support programme implementation during the two next years of substantive work by the Africa Governance Institute (AGI) as a pan-African think tank on governance. As the initiating partner of this venture for the promotion of democratic, accountable and developmental governance for poverty eradication, the MDGs and sustainable livelihoods in Africa, UNDP is providing both policy support and seed money to consolidate the establishment of AGI as an Africa owned and independent institute.

The funds obtained from UNDP will complement those received from private foundations (OSI, Trust Africa), ECA and AfDB to support the implementation of these activities

Starting Date: 1 March 2012

Ending Date: 31 December 2013

I. SITUATION ANALYSIS

The Challenges of Democratic Developmental Governance in Africa

Since independence, African countries have had to grapple with the challenges of state formation, nation building and the creation of institutional capacity for democratic and developmental governance. To meet the people's expectations of independence as the dawn of freedom and a better standard of living, governments had to deal with the repressive legacies of colonialism and the inequalities of the international division of labor in which Africa was mainly an exporter of primary goods. Many achievements were made, particularly with respect to the expansion of education and other social services during the first decade of independence. But many false starts were also made, beginning with a wave of military coups d'état; the establishment of one-party regimes all over Africa; the generalization of bad economic and financial practices, uncertain democracies and non developmental states.

With the world economic crisis of the mid-1970s, these regimes became more interested in protecting the power and privileges of the rulers than in meeting the basic needs of their peoples to meet their minimum nutritional requirements, pay school fees for their children, and have access to a healthy environment, one that includes primary health care, clean water and decent housing. Failure to meet these basic needs reinforced poverty and exposed ordinary people to greater deprivation and insecurity. Political rhetoric notwithstanding, poverty eradication and the promotion of human security as a condition of decent livelihood have remained far from becoming priority operational goals for African governments, despite their endorsement of international compacts such as the Millennium Declaration and the recommendations of the Johannesburg Summit on sustainable development.

The first and second generations of structural adjustment programs were accompanied, in addition to their devastating consequences on social and effective fight against poverty, by the strengthening of the theory of a possible decoupling between democracy and development. For certain Africans backed by some western scientific theories (such as les 'théories de la modernisation' in France) democracy was a requirement in a certain degree of economic development. Priority was therefore affirmed to the urgency to solve economic problems than the institutional development of African States. More importantly, these structural adjustment programs have not only been involved in the development models imported, but they have also encouraged an aid dependency in several States. The failures of structural adjustment programs, and the explosion correlative of the Washington Consensus, can be explained partially by these facts.

The persistence of poverty in a continent that is generally rich in natural resources, and whose overall growth has remained around 5% for more than eight years despite a difficult international environment, has made it clear that it is not possible to implement a development strategy for ordinary people without their own participation nationally and locally through free and fair elections, community organizations and other decentralized structures of policy dialogue and decision making. In fact, a successful development strategy requires a radical break with the past, that is, with the authoritarian and predatory legacies inherited from colonialism, as well as the promotion of egalitarian and participatory values and a radical break with Aid Dependency. It implies the building of African developmental States, that is to say States that act "authoritatively, credibly, legitimately" in promoting "industrialization,

economic growth and expansion of human capabilities...” and are “able to construct and deploy the institutional architecture within the State and mobilize society towards the realization of its developmental project” (Edigheji, 2010; ECA, 2011).

In the context of the current global financial crisis and its inevitable impact on African economies, despite significant efforts by the States and institutions across the continent to contain them, citizens' demands for **effective participation** and **greater accountability from their leaders and governments** are growing. Recent social and political dynamics in countries in North and Sub-Saharan Africa which led to some drastic political changes provide evidence of this. **The intersection of these two new categorical imperatives should lead to democratic, accountable and developmental governance of the States and peoples of Africa in an environment of peace and security.**

Need for a Democratic Developmental State

As a result of solid own Africans reflections, development effectiveness is now on the top of the African agenda of governance. Development is no longer thought of as being in the distant horizon or as the product of exogenous ‘models’, but as a result of endogenous labor and owner dynamics, balanced, sustained, self-propelling, gender-sensitive, equitable, integrated and reflected concretely in the improvement of the livelihood of the citizens. Evidenced by the findings of the second regional meeting organized by the AfDB on 'Aid effectiveness to development effectiveness' and the Tunis Consensus for Development Effectiveness, those of the AU summits on ‘Shared Values’ and ‘Boosting Intra-African Trade’, those of the sixth joint conference of AU/ECA Ministers of Economy and Finance of African countries and the launch of the African Governance Platform and African platform for development (ApDEV) confirm this fact. The socio-political movements previously mentioned in various African countries also confirm this new direction. Citizens, private sector actors, elites and leaders no longer accept that imported models and ideas are the key to development. Rather, what is called for is endogenous operational thinking designed to achieve results.

Correlatively, there is recognition that Africa needs effective States capable of delivering development results. This implies fostering responsive, inclusive and accountable governments, reforming public administrations to manage public resources to eradicate poverty and improving service delivery to ordinary people. It also implies the preservation of an environment of peace and security within and between African countries and a strengthening of their integration. This is the actual pan-African vision summarized in the African Union’s vision of ‘an integrated, prosperous and peaceful Africa driven by its own citizens and representing a dynamic force in the global arena’ (AUC Strategic Plan, 2009-2012, p7).

The Africa Governance Institute

As part of the promotion of this paradigm shift, African countries have undertaken major internal political and policy reforms. The quest for greater transparency and accountability, the fight against corruption, the promotion of multiparty pluralism, greater press freedoms as well as the promotion of human and people’s rights, have constituted some of the key initiatives to promote democratic, accountable and developmental governance. At the continental and regional level, major efforts have been undertaken. These include the establishment of new governance institutions with a continental mandate such as the New Partnership for Africa’s Development (NEPAD), the African Peer Review Mechanism

(APRM), the pan-African Parliament (PAP), the Economic, Social and Cultural Council (ECOSOCC) of the African Union, and the African Court of Justice and Human Rights. The adoption of the African Charter on Democracy, Elections and Governance, the launching of the African Governance Architecture (AGA) and of the African Charter on the Values and Principles of Public Service are other steps in these efforts.

The Africa Governance Institute (AGI) was established as a pan-African think tank on governance to accompany these efforts in order to find appropriate solutions to Africa's development challenges. Over 20 partners were involved in a six-year process of consultations and preparatory work leading to the official launching of the Institute in Dakar, Senegal, in November 2009. AGI is designed to generate innovating thinking on the governance challenges facing Africa; assist African regional and sub-regional organizations, states, civil society and the private sector to develop innovative approaches and responses to these challenges; and disseminate and diffuse relevant information on Governance in Africa. In so doing, AGI is to advance an African perspective on democratic, accountable and developmental governance.

With this project, the AGI benefits from the support of the UNDP in the promotion of democratic, accountable and developmental governance in Africa in 2012 and 2013. This project falls within the perspective of the UNDP's global initiative to foster Democratic Societies in Africa. It is also complementary in substance and in form with four others supported by the UNDP and ECA within the framework of their partnership on joint governance initiatives: AGR III, the APRM, the AGF and the capacity building program of the African Union.

AGI is focused on addressing issues led by endogenous demand of African States, the African Union, Regional and Sub-Regional Organizations, African Non State Actors, Private Sector, Diaspora, and other Partners concerned by Developmental Governance in Africa.

Over the past couple of years AGI has organized high level discussions, workshops and seminars and developed knowledge and guidance on key issues related to governance in Africa, opening up a new forum for dialogue between the various stakeholders, including governments, private sector, civil society, academics, African and international institutions.

II. IMPLEMENTATION STRATEGY

Within UNDP's rights-based approach to development, democratic and participatory governance is both an end in itself – by holding democracy to be an inherent right of all human beings – and a means to other ends, namely development and human security. In this regard, the project, which is one of the strategic components of the UNDP/ECA partnership on joint governance initiatives, will focus on producing three major outputs: (1) increased multi-stakeholder policy research for democratic, accountable and developmental governance in Africa; (2) capacity development for institutions and individuals for democratic, accountable and developmental governance in Africa; and (3) the management of knowledge and collective intelligence on governance in Africa through its state-of-the-art Resource center on governance. The three areas of work are clearly inter-related: no meaningful capacity development programme can be undertaken without proper attention to research, and the results of research carried out need to be carefully shared and disseminated in order for the target audiences to be reached and the desired impact achieved.

Output 1: Policy research and advocacy

A- The project is designed to support the objective of AGI to consolidate its position as a reference platform for policy research and advocacy for democratic, accountable and developmental governance in Africa, involving a multiplicity of social actors, including civil society, local governments and communities. Policy support and funding of UNDP for the next two years will be provided to AGI for its proposed focus on issues such as:

- The Role of Non-State actors in the strengthening of accountability;
- Public Administration Reform in Africa (including in post-conflict situations);
- The Issue of Youth Participation;
- The issue of Youth employment;
- The issue of illicit financial flows as a challenge for development;
- The socio-economic transformation of the continent.

In the same context of policy research and advocacy, AGI will continue to provide the DPA/AUC (if necessary) with its technical support and its facilitation in the Africa-EU Partnership on Democratic Governance and Human Rights.

Within the AGI action plan 2012 and 2013, these issues will be examined with respect to the aspirations of the people of Africa for freedom, effective and accountable development and lasting peace.

In the area of policy research identified, the project will support the work of AGI in collaborating with African institutions politically mandated on governance such as ECA, UNDP, APRM, AfDB, IDEP, existing research centers, institutes and networks on governance in order to formulate an African-owned perspective on the key challenges of development effectiveness and developmental governance facing Africa; identify knowledge gaps and issues for which further research is needed; and develop new and innovative approaches for the promotion and implementation of democratic and developmental governance in Africa.

AGI will also respond to calls for tenders in connection with these targeted policy research areas. For example, the Institute was contracted by DGDEV/CE to conduct a study on the impact of the European Incentive and Financial Governance Instrument in the promotion of Governance in Africa.

Furthermore, in terms of approach, the research work that would be undertaken would be carried out by mixed teams of scholars and policy makers/policy intellectuals. The research products that will flow from the work of the Institute will include books, monographs, journal articles, research briefs, and policy briefs.

B- In complement aspects, the project will support AGI in organizing and holding open dialogue spaces such as high-level Panels, workshops and other public fora for purposes of promoting democratic, accountable and developmental governance for the socio-economic transformation of the continent. These for a will be organized under the leadership of the Africa Union Commission. Each advanced policy dialogue organized will be structured around a clearly defined question and will be expected to provide useable outcomes that can help in stimulating further action along the desired lines.

In addition to the seminars and workshops, three thought-provoking public lectures by distinguished individuals will be held during the period to deepen policy debate and to highlight the importance of: democracy and human rights; economic and social transformations; conflict consolidation, peace and security for Africa's Development Effectiveness. Each lecture will be followed by comments by two respondents and a public debate intended to clarify the salient issues and to promote new ideas on democratic and developmental governance in Africa.

The reports from the dialogues would be distributed both in hard copy and electronically to relevant policy communities across the African continent; they will also be posted online on the AGI website to allow for a continuing conversation around the issues covered. Every year, reports of all the policy dialogues organized will be compiled into one accessible reference volume.

As a pan-African think tank on governance, AGI is also designed to operate under the convening power of the African Union Commission and within the framework of the AU governance agenda. Consequently, AGI is mandated to and will develop mechanisms for supporting the work on governance by the African Union Commission and its programmes, including the African Peer Review Mechanism (APRM). One illustration is the contribution of AGI in raising the awareness of African countries for the ratification and implementation of the African Charter on the Values and Principles of Public Service under the 2012 African Union work program on 'Shared Values'. A second illustration is the program of dialogue and high level advocacy that the AGI will lead on the theme of the relationship between African Governance Architecture and African Peace and Security Architecture. A third illustration is the contribution of AGI to the reflexion of the AUC on the socio-economic transformation fifty years after the creation of the OAU.

The intended outcomes of the AGI work in these areas are as follows:

1. Strengthened capacity of African states and citizens to reduce democratic deficits in a significant way and to adopt and implement innovations likely to improve democratic accountability.
2. The identification of innovative operational solutions to African policy makers to resolve the governance challenges they face.
3. Constructive dialogue on the challenges of governance facing Africa for building developmental states and for socio-economic transformation of the continent.
4. New ideas and strategic messages on development effectiveness and developmental governance identified, incubated, formulated and disseminated.
5. Embed change at the level of institutions and in the practices of individual actors on these issues.
6. Expert support provided, on demand, to the AU and other African regional and sub-regional organizations in the promotion of democratic, accountable and developmental governance in Africa.

Output 2: Capacity development

Capacity development of institutions and individuals is one of the tasks assigned to AGI in its mandate. The strengthening of the capacity, incorporating independent policy analyses implementation, monitoring and evaluation, is one of the biggest challenges which African

countries continue to face as they strive to tackle the problems of underdevelopment confronting them. As the years have passed by and economic organization at all levels has become more complex, so have the demands of democratic and accountable governance become more intricate. For the public sector policy maker, development policy analyst and development practitioner, there is an everyday challenge that is posed in mastering the changes that occur and the complexities woven around them for the purpose of securing the best interests of their countries and citizens. Whilst many African policy makers and development practitioners invest themselves to learn as much as possible on the job and as they go along, there is clearly a strong case for an institutionalized forum to be available for them to both acquire, renew and update their knowledge of the underlying technical and non-technical skills and tools required for successful economic and financial governance. Such foundational knowledge and skills base, and its regular renewal and updating as the case may be, is essential to the successful performance of other strategic functions and roles in economic and financial governance. The capacity development programme will also allow African policy makers and democracy and development practitioners to network among themselves, identifying and solving common problems and sharing insights and experiences. The ultimate goal is to develop communities of knowledge and practices on the issue of implementation in these specific areas between the participants.

AGI has chosen to position itself for the two next years on five specific and targeted themes to avoid duplication with what already exists and to anchor its capacity development programme in the African Governance Agenda:

- Public procurement procedures at regional and continental level;
- The mobilization of local resources;
- Social accountability;
- The fight against illicit financial flows
- The Electoral process (institutions, observation, and compared legal frameworks)

The activities under this output include capacity development workshops and the training of a limited number of mid to senior officials, parliamentarians, Non States Actors, private sector, relevant experts and researchers; publications of research papers on new ideas and innovations in democratic and developmental governance in Africa; elaboration and dissemination of toolkits and guidance notes to assist trainees in the implementation of better practices on these issues.

The capacity development will also take the form of the establishment of an online training programme through the AGI resource center. The themes chosen for this experimental program will be the same as those previously identified.

In the area of capacity development, AGI will also work over the next two years in close collaboration with its strategic partners such as the ECA, AfDB, UNDP and IDEP. The institute will also mobilize the knowledge of centers and organizations in Africa with recognized expertise on the governance issues addressed in the program (including CODESRIA, OSIWA, CABRI, AfriMAP AFRICA, TrustAfrica, Transparency International, Lewy Mwanawasa Regional Centre for Democracy and Good Governance in the Great Lakes,).

The intended outcomes of this AGI work area are the following:

1. Strengthened and updated capacity for the implementation of democratic, accountable and developmental governance principles by Africans including professionals, researchers and young scholars.
2. New ideas and strategic messages on development effectiveness and developmental governance identified incubated.
3. A network and a community of practices on these thematic established among participants.
4. Embedded change at the level of institutions and in the practices of institutions and individual actors on these issues.

Output 3: A state-of-the-art Resource center on developmental governance in Africa

An integral part of AGI's mission is the capitalization, promotion and dialogue of knowledge generated on governance in Africa. This is the logical extension of its mission as platform for dialogue and meeting of existing governance initiatives in Africa. On the other hand, AGI's other mission is to produce innovative information on developmental governance in Africa. Finally, and without being exhaustive, the added value of AGI is its mandate to seek simplicity and optimal reactivity in knowledge management and dissemination of relevant information on developmental governance in Africa.

In 2012 and 2013, AGI will improve its database of African experts and institutions on governance with a particular accent on economic and financial governance issues and Electoral Processes, its website, its electronic documentation centre on governance in Africa, and its Newsletter (using a problematic and reflexive approach particularly on economic and financial issues). The main objective here is to move toward the establishment of a genuine Resource Center on Developmental Governance, which implies the:

- Optimization of dissemination, capitalization, knowledge sharing and collective intelligence on developmental governance in Africa;
- Strengthening of the strategy for simplifying data access on electronic documentation center and the revamping of the thematic index by highlighting some specific issues;
- Launch of the online training programme;
- Launch of new communication support like the 'AGI Discussion Paper';
- Strengthening of the provision of relevant information as well as codes and standards on African economic and financial governance in the space dedicated to the African Governance Architecture and African Governance Platform for African governance on the Institute's website.

The major activity under this output is the launch of a new website, the revamping of the mapping of experts and institutions on developmental governance, the launch of the online training programme and the management of the website and online Documentation Center on democratic and developmental governance in Africa. The project will assist the AGI in making sure that library services and relevant information on democratic and developmental

governance are delivered on time and to the satisfaction of academics, journalists, and the larger public.

The intended outcomes are:

1. Strengthened capacity to store and knowledge and relevant information on democratic and developmental governance in Africa.
2. Increased access for academics, journalists, and the general public to a comprehensive electronic documentation on democratic and developmental governance in Africa.