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Regional programme document for Africa (2022-2025)

Contents

I. Programme rationale

1. The regional programme document for Africa, 2022-2025, comes at a critical juncture in the continent's development trajectory as it grapples with the impacts of the COVID-19 pandemic. The COVID-19 experience has provided evidence of innovative capabilities and solidarity across Africa, but it has also created a need for all stakeholders to focus on supporting the fundamental drivers of Africa's promise while ensuring its resilience to complex and interdependent risks.

2. In recent decades, and despite its heterogeneity, Africa's growing progress has positively shifted its ranking on many development indices – whether concerned with growth, human development or governance and peace – and it has transformed the quality of life for many of its citizens.[1] Global recognition of a new narrative on Africa's promise has steadily expanded, attracting new partnerships.[2]

3. Africa's overall economic trajectory has been one of growth, increasing macroeconomic stability, and the steady expansion of the private sector, spurred by policy reforms and improvements in infrastructure. From 2010-2020, Africa experienced 48 leadership changes through electoral processes, against eight resulting from violence (and a further 33 non-electoral but peaceful). [3] These figures highlight a widespread push for greater accountability and democracy.

4. Behind Africa's successes lies a surge forward in efforts by citizens, social movements, the private sector and Governments alike seeking to harness Africa's destiny. A vision of regional interdependence projected in the African Union Agenda 2063 and the steadily expanding engagement of the continent's regional economic communities and regional mechanisms have supported and enabled this momentum.

5. Levers for further transformation are abundant. However, a complex set of challenges and risks are confronting the continent, some of which are intricately bound up in the very drivers of its transformation. Building sustainable peace and preventing further escalation of armed violence stands out as a necessary pre-condition to accelerating development. Governance challenges persist, with overall progress stalling since 2019.[4] Growth has been uneven and characterized by widening inequalities. These features of the development landscape have been sharpened by the consequences of the COVID-19 pandemic.

Regional analysis in focus

6. Fulfilling Africa's developmental aspirations requires a regional perspective, responding to transnational effects of globalization, regionalized economic opportunity, migration, infectious disease (including COVID-19), climate change, exploitation of natural resources, trafficking of drugs and people, as well as the regional spill-over of (armed) conflicts and violent extremism.[5]

7. *The African Union Agenda 2063: The Africa We Want* represents the continent's blueprint for addressing its development challenges. The African Union Peace and Security Council, collaborating with the United Nations Security Council, has become a primary decision-making organ for addressing peace and security issues on the continent. The African Union-United Nations Agenda 2063 and 2030 Partnership Framework on Sustainable Development and the African Union-United Nations Joint Framework for Enhanced Peace and Security in Africa are evidence of global recognition of the necessity for regionalizing Africa's development agenda.

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[1] African countries in the lowest 25 per cent of human development index (HDI) rankings had improved their status by 82 per cent between 1970 and 2010, representing twice the average gain worldwide (UNDP *Human Development Report 2011*); improvement in governance over the decade from 2009-2019 (2020 Ibrahim Index of Africa Governance).
[2] Signe, L. and Gurib-Fakim, A. (2019). 'Africa is an Opportunity for the World', *Africa in Focus,* Brookings Institute.
[3] Italian Institute for International Political Studies (ISPI) African Leadership Change project.
[4] 2020 Ibrahim Index of Africa Governance.
[5] UNDP (2017). *A Continental Coordination Mechanism for Development Effectiveness* (DP/RPD/RBA/3).

8.   The democratic shift is growing on the continent.[6] The African Charter on Democracy, Elections and Governance represents a clear push from the African Union to promote increased accountability and effectiveness in governance. Largely unarmed and peaceful popular protest as a force for political change is rising, with citizens challenging injustice and inequality and advancing a more profound democratic momentum than the continent has previously seen.[7]

9.   The potential yield of Africa's regional economic integration moved closer to realization when trading under the new regime of the African Continental Free Trade Area (AfCFTA) began on 1 January 2021. The AfCFTA is projected to create the largest free trade area globally, connecting 1.3 billion people across 55 African Union member states, doubling manufacturing output by 2025, and potentially lifting 30 million people out of extreme poverty and 68 million out of moderate poverty.[8]

10.   However, Africa remains one of the most unequal regions globally in terms of income distribution.[9] Youth are often excluded from economic opportunity. The continent has the youngest population in the world, with 75 per cent made up of people under the age of 35.[10] The United Nations Department of Economic and Social Affairs (UNDESA) predicts the continent's youth will double from present levels by 2055.[11] Thirty million youth will enter the labour market each year by 2030. Although this demographic situation presents opportunities, it also presents risks where the aspirations and choices of young people are constrained.[12]

11.   It is vital to sustain progress towards gender equality. A more inclusive environment for women is now in place across the continent, illustrated by advancements in education, health, and political representation.[13] However, significant gaps between men's and women's opportunities remain a severe impediment to Africa's structural economic and social transformation.[14] Women in Africa suffer some of the highest levels of sexual and gender-based violence globally. But with some African countries among the top 15 performers globally in gender parity,[15] $316 billion could be added to Africa's gross domestic product (GDP) by 2025 if all countries matched this progress.[16]

12.   Africa faces a unique opportunity to further harness its digitalization boom as a driver of growth and innovation, as reflected in the African Union 2020-2030 Digital Transformation Strategy. COVID-19 has boosted online activity and innovations in Africa as elsewhere.[17] Forty-nine per cent of Africa's population lived in areas covered by 4G network by 2019. However, access to enhanced Internet connectivity and coverage remains low, with only 29 per cent (and significantly fewer women than men) reporting having access.[18] Digital start-ups struggle to attract funding, and 'traditional' businesses are adapting slowly. Few Governments are systematically investing in developing digital infrastructure, services, skills, and entrepreneurship.

13.   Africa is increasingly experiencing extreme weather and climate events: cyclones, droughts, landslides, and shifts in dry conditions.[19] These events, combined with weak enforcement of

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[6] Africa experienced the greatest amount of change in its democracy index for 2019 as compared to other regions (Freedom House 2020).

[7] Marks, Z., Chinoweth, E., and Okeke, J. (2019). *People Power is Rising in Africa, Foreign Affairs.*

[8] World Bank (2020). *The African Continental Free Trade Area: Economic and Distributional Effects.*

[9] UNDP (2017). *Income Inequality Trends in Sub-Saharan Africa: Divergence, Determinants and Consequences.*

[10] African Union Commission and Population Reference Bureau (2019). *Africa's Future: Youth and the Data Defining their Lives. Status of African Youth Report.*

[11] UNDESA (2015). *Population Facts: Youth Population Trends and Sustainable Development.*

[12] UNDP (2019). *Scaling Fences Voices of Irregular African Migrants to Europe.*

[13] African Union Commission (AUC) and United Nations Economic Commission for Africa (UNECA) (2018). *Women in Africa: Rights Challenges, Opportunities and Proposals for Accelerated Implementation.*

[14] UNDP (2016). *Africa Human Development Report 2016: Accelerating Gender Equality and Women's Empowerment in Africa.*

[15] World Economic Forum (2020). *Global Gender Gap Report 2020.*

[16] Mckinsey Global Institute (2019). *The Power of Parity: Advancing Women's Equality in Africa.*

[17] UNECA (2021). *COVID-19 Impact on e-Commerce.*

[18] Mobile-Internet-Connectivity-SSA-Fact-Sheet.pdf (gsma.com).

[19] World Meteorological Organization (WMO) (2020).

conservation frameworks and pollution management, and the rapid rate of urbanization and population growth, threaten its rich natural world environment. Adverse impacts on ecosystems affect livelihoods, especially for populations depending on natural resource capital. In African nations vulnerable to extreme climate patterns, GDP exposure may grow from $895 billion in 2018 to about $1.4 trillion in 2023 – nearly half of the continent's GDP.[20]

14. Armed conflict remains pervasive in Africa, especially in the Horn, and the Sahel regions.[21] While each context differs, grievances related to political and economic exclusion, limited access to justice, other forms of inequality, competition for depleting natural resources, and zero-sum political contest are recognized drivers. Violent extremist ideology and identity-based conflict between herders and farmers feature prominently. The past decade has seen a significant operationalization and implementation of the African Union African Peace and Security Architecture. The African Union and regional economic communities and regional mechanisms have advanced attention to gender, peace and security; introduced early warning and early response tools; conflict prevention mechanisms; and peace support operations capacity.[22] But much more needs to be done to build and sustain peace.

Effects of the COVID-19 pandemic

15. Despite the progress made, advancement towards the African Union Agenda 2063 and the 2030 Agenda for Sustainable Development was uneven even before COVID-19 emerged. Now, an estimated 110 million African children and youth are out of school and fragile health care systems are under severe pressure.[23] COVID-19 has exacerbated inequalities between women and men and will delay realization of most gender-related Sustainable Development Goal targets.[24] Slow economic activity and lockdowns have increased unemployment and debt while decreasing remittances. Development assistance and domestic revenue have declined. Estimates are that 30 million Africans were pushed into extreme poverty in 2020 as a result of the pandemic and that about 39 million Africans could fall into extreme poverty in 2021.[25] UNDP analysis of the socioeconomic impacts of the pandemic in Africa anticipates long-term disruption as much from the second and third-order effects of the crisis as from first-order health impacts.[26]

16. The COVID-19 pandemic has created further complexity and a potential setback in progress that must serve to mobilize all actors to redouble efforts in supporting Africa's promise. It underscores the need to place a stronger emphasis on resilience.

Designing the new Regional Programme for Africa, 2022-2025

17. UNDP engagement in Africa, as powerfully articulated in the Regional Bureau for Africa (RBA) renewed strategic offer, is grounded in the intention to shift the global narrative away from a problem to a promise lens. The new regional programme design is predicated on analysis of the fundamental drivers of Africa's successes as well as emerging opportunities and entry points for further enabling these.

18. UNDP has been at the forefront of identifying integrated mechanisms that link regional, subregional, national, and subnational development planning processes for greater effectiveness in Africa. The design of the regional programme in successive cycles is premised on recognizing the importance of a regionalized lens and approach that informs and shapes strategic and

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[20] Okonjo-Iweala, N. (2020). "Africa Can Play a Leading Role in the Fight against Climate Change" , in Brookings (2020). *Foresight Africa: Top Priorities for the Continent 2020-2030.*

[21] Palik, J., Rustad, S. A. and Methi, F. (2020). *Conflict Trends in Africa, 1989–2019* The Peace Research Institute Oslo paper 2020.

[22] International Peace Institute (IPI) "Beyond 2020: Exploring the Potential for a Strong UN-African Union Peacebuilding Partnership", *IPI Policy Brief*, May 2020.

[23] Sustainable Development Goals Centre for Africa and Sustainable Development Solutions Network (2020).

[24] The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) (2021). *Impact of COVID-19 on Gender Equality and Women's Empowerment in East and Southern Africa.*

[25] African Development Bank. (2021). *African Economic Outlook 2021. "From Debt Resolution to Growth: The Road ahead for Africa".* See also World Bank (2020).

[26] UNDP (2021). *Analysing Long-term Socioeconomic Impacts of COVID-19 across Diverse African Contexts.*

contextualized interventions and enables the UNDP footprint to build on and reach beyond that of individual country programmes.

19. The 2018-2021 programme cycle achieved significant results across all priorities, nested in the six strategic impact areas put forward in the Regional Bureau for Africa strategic offer.[27] The regional programme was successfully delivered amid the COVID-19 crisis. The team pivoted to respond, adapting its interventions to the new working conditions, and taking up emerging priorities to support regional institutions in their pandemic response.[28]

20. Lessons learned and good practices outlined in the independent mid-term evaluation of the regional programme, 2018-2021, the performance audit, the independent evaluation of the UNDP Strategic Plan, 2018-2021, and other assessments underpin the regional programme design, 2022-2025. An extensive series of internal and external consultations reflecting the regional programme's achievements, strengths and challenges as seen by its partners and stakeholders further informed the design and ensured the programme is fully aware of, and aligned to, the relevant efforts of others.[29]

21. The 'relevance' of the regional programme, 2018-2021, received the highest score in the mid-term evaluation based on its close alignment with Agenda 2063 and the 2030 Agenda, the UNDP Strategic Plan and its evidence-based design informed by a series of knowledge products and research. The mid-term evaluation recognized the programme's flexibility and responsiveness to changing contextual factors and commitment from the outset to explicitly address the needs of women and youth. Furthermore, the mid-term evaluation highlighted the programme's regional 'value add' and commended its coherence and linkages with other actors as well as the UNDP contribution to improving the capacities of regional implementing partners to deliver results in priority areas.

22. The evaluation of the UNDP Strategic Plan, 2018-2021, underlined the importance of regional hubs in streamlining policy expertise and country office engagement through support platforms and the Global Policy Network deployment. Close engagement of UNDP thematic experts deployed across Africa in the design of this programme has reflected this function.

23. The most significant substantive lessons emerging from the mid-term evaluation and reflected in this regional programme are:

- ensuring inclusiveness, not only of women and youth but also persons with disabilities and displaced, indigenous and borderland communities;

- investing more in South-South and triangular cooperation, including through connecting communities of experts across the region;

- scaling up digital transformation, social protection for communities and the informal sector, AfCFTA and free movement, and entrepreneurship for women and youth interventions;

- deepening the already strong partnerships with regional institutions, notably the African Union and regional economic communities and regional mechanisms.

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[27] These are (a) natural resource governance; (b) youth and women voice and empowerment; (c) structural economic transformation; (d) sustainable energy; (e) climate change; and (e) peace and security.

[28] For example, partnership with the Africa Centre for Disease Control and Prevention and support for a safe reopening of Africa through home-grown technology solutions.

[29] Over 20 consultations took place, led by the Regional Service Centre for Africa as well as subregional hubs in Dakar, Nairobi and Pretoria, with the African Union, regional economic communities, international financial institutions, a range of representatives of the African private sector, civil society organizations, the United Nations Development Group at the regional level and bilateral partners. See: *Critical Reflections on the Consultations between UNDP and Key Partners towards the Development of the New Regional Programme, 2022-2025: Synthesis Report*.

Opportunities for UNDP

24. The African Union will celebrate its twentieth anniversary in 2022. To mark the anniversary, the African Union and UNDP are undertaking a data-driven assessment, 'African Union at 20: A Renewed Call to Action for the 21st Century' that will measure progress and chart a renewed call to action towards achieving Agenda 2063 and the 2030 Agenda. The collaboration indicates the multi-layered partnership between UNDP and the African Union, regional economic communities and regional mechanisms through the regional programme.

25. The regional programme's emphasis on women and youth resonates clearly with aspiration 6 of Agenda 2063 that calls for "an Africa whose development is people-driven, relying on the potential of African people, especially its women and youth".

26. Ongoing African Union institutional reforms following the 2017 Kagame Report[30] have led to a reconfiguration of the internal governance arrangement within the African Union, including the creation of the new African Union Department of Political Affairs, Peace and Security, and the revitalization of the African Union Peace Fund. The programme is closely engaged in these processes, including through the deployment of embedded technical experts. The emphasis on accelerated regional integration in African development discourse positions the regional programme as a primary tool for supporting change.

27. The regional programme therefore responds directly to recommendations from the 2020 quadrennial comprehensive policy review, which explicitly calls on the United Nations system to: "strengthen the quality of its partnership and coordinated regional efforts in Africa and to align its support for the region to the specific needs and priorities of Africa, with a special focus on, inter alia, improving data and statistics, the implementation of the African Union-United Nations Framework on the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, enhancing economic transformation and diversification, harnessing the demographic dividend, leveraging new technologies for inclusive development, accelerating energy access and transition, and promoting investment in climate change mitigation and adaptation in Africa".[31]

28. The programme's specific regional added value, highlighted in the mid-term evaluation, was also consistently welcomed in design phase consultations. Stakeholders pointed especially to the regional programme's strong working partnerships with the African Union, regional economic communities and regional mechanisms, focused on enhancing capacities to deliver across Agenda 2063 and the 2030 Agenda and in critical priority areas; ability to connect country-level interventions and learning into a greater whole; provision of thought leadership on continent-wide trends and ability to serve as an innovative catalyst for new initiatives; and capacity to address cross-border development challenges and opportunities in Africa.

II. Programme priorities and partnerships

29. The regional programme is anchored in the African Union Agenda 2063 and further contributes to the six impact areas of the Regional Bureau for Africa strategic offer. It coalesces UNDP regional interventions under four critical priorities articulated to resonate with the 2030 Agenda in this Decade of Action: people, prosperity, planet and peace.

30. The regional programme contributes directly to the approved UNDP Strategic Plan, 2022-2025, across its three change directions and six signature solutions. It mirrors its critical enablers with targeted efforts to harness these drivers of transformation for the African continent. It will serve to advance the new gender equality strategy, 2022-2025.

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[30] Report on the Proposed Recommendations for the Institutional Reform of the African Union, H.E. Paul Kagame, President of the Republic of Rwanda, 2017.
[31] Quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/RES/75/233), adopted by the United Nations General Assembly in December 2020.

31. The regional programme intends to facilitate attainment of a more resilient and prosperous Africa that is able to reach its promise, leading to transformative change in the quality of life for all. It will be guided by five strategic delivery principles, reflecting UNDP comparative advantages, experience, expertise and priorities: **(a) leave no one behind, gender equality and enabling people's choice** – a push for people-centred programming across all areas will fuel the programme with a particular emphasis on gender and youth inclusion, persons living with disabilities and marginalized populations in borderland regions; **(b) regional approaches** – the regional programme will advance its support to the African Union and regional economic communities and regional mechanisms in realizing continent-wide aspirations, ratifying and domesticating its treaties and commitments, and improving alignment and harmonization among regional economic communities and regional mechanisms, as well as specific development responses to cross-border factors, and facilitation of South-South and triangular cooperation; **(c) an integrator** – the regional programme will enable closer integration among different tiers of activity undertaken by United Nations entities, Governments and other partners across all levels to support Africa's promise, ensuring responsiveness to Africa's heterogeneity, which comprises diverse sub-regions; **(d) thought leadership and an incubator of innovative development solutions** – the regional programme will continue to offer a unique platform for incubating new and innovative programming streams based on thought leadership, evidence and analysis of current and upcoming development trends and priorities, and strategic innovation will be a cross-cutting enabler informing all results areas; **(e) scale and impact through priority projects** – while pursuing its innovative character, the regional programme will focus on priority initiatives that it will build to scale through a portfolio approach in the coming programme cycle, while investing in upgrading capacity in results-based monitoring and impact narratives.

Priority 1 – People. African citizens (especially women and youth), in a context of reinvigorated social contracts, have a stronger voice and influence in African Union, regional economic communities and regional mechanisms policymaking and implementation processes.

32. Establishing effective, accountable, inclusive and responsive institutions, protecting and promoting human rights, gender equality, transparency, social cohesion, and enhancing the quality of governance and the rule of law are critical determinants for achieving both Agenda 2063 and the 2030 Agenda. Enabling active citizen engagement and a robust 'human capital', while ensuring that no one is left behind are complex but necessary priorities to be taken forward that will infuse and drive the regional programme.

33. The regional programme will support the African Union, regional economic communities and regional mechanisms, also leveraging country presence, to better engage women and youth and other marginalized groups, particularly in regional decision and policymaking processes, while supporting key partnerships with regional civil society umbrella platforms demanding improved accountability. Vital to achieving this outcome is upscaling of the facility on supporting inclusive transitions in Africa; the implementation of initiatives such as the African Young Women Leaders' Fellowship Programme and the Africa Fellows Programme; and supporting the African Peer Review Mechanism to fulfil its mandate. The programme will also contribute to reinvigorated social contracts between Governments, regional institutions, citizens and the private sector by supporting the use of technology to facilitate better vertical and horizontal trust-building and improved governance performance, while ensuring the digital gender gap is addressed; and supporting the vision of the Africa Centres for Disease Control and Prevention for a "new health order", including by boosting capacity for vaccination production in Africa. It will enable advances in domestic resource mobilization and budgetary oversight.

Priority 2 – Prosperity. African citizens (especially women and youth) benefit from a regionally integrated, structurally transformed, and inclusive economy.

34. To meet commitments linked to Agenda 2063 and the 2030 Agenda, Africa must pursue a growth trajectory that is deliberately inclusive with an emphasis on opportunities for women and youth. Accelerated support to Africa's domestic private sector to flourish in productivity and

competitivity, servicing and providing for its expanding markets, and creating new and sustainable job opportunities are priority pathways to achieving structural transformation. It is equally critical to focus on the informal sector, where the poor (and especially poor youth and women) find their livelihoods and opportunities.[32]

35. The regional programme will support and collaborate with the African Union, regional economic communities and regional mechanisms and member states to, among others, support enhanced regional capacity to integrate Agenda 2063 and the 2030 Agenda in national and local development plans, budgets, financing strategies and statistics; implement the Africa Mining Vision and the work of the African Minerals Development Centre; promote age and gender-sensitive value chain development based on demand-driven approaches; implement policies that enable inclusive private sector development through flagship initiatives such as the Africa Inclusive Markets Excellence Centre and the Ecosystem Development Approach, with a particular emphasis on green and digital opportunities; support the design and implementation of social protection schemes and a more proactive engagement of the informal sector; support employability and emerging job opportunities, in particular for young women and men, building on successful collaborations and partnerships (for example, with YouthConnekt Africa); and advance opportunities for women and youth arising through closer regional economic integration under AfCFTA.

Priority 3 – Planet. African citizens (especially women and youth), supported by the African Union and regional economic communities and regional mechanisms, build a resilient Africa.

36. Building resilience, both by mitigating and adapting to the consequences of Africa's twin climate and natural world crises, is vital. The crises present frontier opportunities for: regionally focused and innovative development solutions; engaging the private sector to fund mitigation and adaptation initiatives and protect business and various economic sectors from climate crisis impacts; and innovating with new business opportunities in sustainable food, water and land-use systems.

37. The regional programme will further strengthen Africa's resilience and capacities for adaptation and disaster risk reduction, leveraging its strong partnerships with the specialized institutions and agencies of the African Union, regional economic communities and regional mechanisms and member states. It will advance integrated and innovative Sustainable Development Goals and nationally determined contributions financing in Africa and proactively support calls for a clean energy revolution to deliver on the promise of Agenda 2063, the 2030 Agenda and the Paris Climate Agreement, and as a driver of recovery from the COVID-19 pandemic through initiatives such as the Energy4Sahel project, the Congo Basin Climate Commission and the Africa Minigrids Programme. In so doing, it will actively promote adherence to the Paris Climate Agreement commitment to gender equality as well as the Lima Work Programme on Gender. It will support a range of initiatives designed to ensure regional, national and subnational actors have access to relevant tools and knowledge to improve the management of natural resource assets, including coastline, water, forests, biodiversity and land.

Priority 4 – Peace. African citizens (especially women and youth), supported by the African Union and regional economic communities and regional mechanisms, achieve measurable progress towards sustainable peace.

38. Building sustainable peace on the continent is a fundamental priority, without which development gains will remain fragile and, in many settings, out of reach or reversible. COVID-19 has created further pressure on the drivers of conflict by sharpening stigma in divided societies and deepening vulnerabilities.

39. The regional programme will work to support the capacity of the African Union and regional economic communities and regional mechanisms to anticipate, prevent and manage conflict,

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[32] ILO (2018). *Women and Men in the Informal Economy: A Statistical Picture.*

violent extremism, and climate-related insecurity, leveraging its partnerships with the specialized institutions and agencies; pursue its ground-breaking work advancing development solutions for stabilization in the Lake Chad Basin and Liptako-Gourma region; and prevent violent extremism. It will build resilience and address the drivers of fragility at Africa's borderlands through the recently established UNDP Africa Borderlands Centre, while addressing grievances, including those related to limited access to justice, and it will be prepared to respond to emergent risks and opportunities at the regional level. It will support the establishment and improved effectiveness of peace infrastructures (in particular, the role of women and youth as participants and leaders in peacebuilding and transition processes); security sector reform; disarmament, demobilization and reintegration; non-proliferation; and small arms and light weapons control.

Partnerships

40. Partnerships are fundamental to the design and delivery of the regional programme and will continue to deepen and expand in the upcoming cycle. The current UNDP regional programme, 2018-2021, revolves around overlapping relationships with 99 partners and 12 donors. These existing partnerships with the African Union Commission and its policy organs and specialized institutions and agencies, as well as regional economic communities and regional mechanisms (particularly SADC, IGAD, ICGLR, ECCAS, ECOWAS, and the Lake Chad Basin Authority),[33] civil society organizations, the private sector, philanthropic organizations, policy think-tanks and academia will provide a basis on which to build. The programme will continue working collaboratively and providing capacity, financial and technical support to partners across priority areas.

41. The regional programme will advance its strong partnership base with United Nations organizations (including through the regional collaborative platform). It will promote development effectiveness in line with the Global Partnership for Effective Development Cooperation and Goal 17-related indicators. New models for delivery and resourcing will also be explored, building the partnership base with umbrella civil society organization networks, especially those advocating the priorities of women and youth, and securing long-term and more coherent relationships with international financial institutions such as the World Bank, European Investment Bank, KfW Group, African Development Bank, African subregional development banks and Islamic Development Bank, with key areas for partnership identified in design-phase consultations (for example, in relation to clean energy and climate change resilience).

III. Programme and risk management

Accountability

42. This regional programme document outlines UNDP contributions to regional results and serves as the primary accountability unit to the Executive Board for results alignment and resources assigned to it. The organization's programme and operations policies and procedures and internal control framework describe the accountabilities of managers at the country, regional and headquarters levels regarding regional programmes. Per Executive Board decision DP/2013/32, all direct costs associated with project implementation should be charged to the concerned projects.

43. The regional programme accountability framework complements the corporate policies and frameworks.[34] It provides detailed guidance to ensure all partners participate in, and benefit from, effective and efficient implementation. The framework outlines work planning and budgeting processes; knowledge product management; partnership and interagency relations management;

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[33] SADC: Southern African Development Community; IGAD: Intergovernmental Authority for Development; ICGLR: International Conference on the Great Lakes Region; ECCAS: Economic Community of Central African States; ECOWAS: Economic Community of West African States.
[34] Regional programme – accountability framework and business processes, Regional Bureau for Africa, UNDP New York, September 2020.

results monitoring, evaluation, and reporting; and the management accountability of regional projects.

Advisory Board

44. The Regional Programme Advisory Board is responsible for: (a) providing strategic advice to the Director, Regional Bureau for Africa, on current and emerging development issues which the regional programme could address; (b) reinforcing oversight and accountability mechanisms; and (c) ensuring that the design of regional projects and initiatives fulfil the regional dimensions of the Strategic Plan, 2022-2025. The membership of the Advisory Board draws from the full range of regional programme stakeholders: the prime intergovernmental regional bodies, the private sector, civil society organizations, donors, United Nations organizations and UNDP.

Adaptive and risk management

45. Africa's operating environment calls for an adaptive management practice[35] that provides the Regional Bureau for Africa senior management with the risks, evidence and analysis for decision-making that ensures the regional programme is fit for purpose and contributes to the programme's theory of change and results framework.

46. The main political risk faced is potential lack of political will in addressing key priorities, as well as the volatile security situation in some areas, that may undermine the programme's ability to achieve results. Close horizontal and vertical coordination with civil society organizations, authorities at local levels, and all development actors facing the same challenges will be instrumental in mitigating this risk.

47. At the programmatic level, the main contextual risks are uneven growth and increasing inequality, especially inequalities faced by women and youth (outcomes 1 and 2); the substantial impact from the climate crisis (outcome 3); and growing pockets of armed conflict and insecurity characterized by violent extremism (outcome 4).

48. The latter also constitutes a significant operational risk, as it can limit access to programme areas and threaten safety of staff and partners. Mitigation includes partner implementation and monitoring techniques and application of the UNDP social and environmental standards and accountability mechanisms. Furthermore, the ongoing impact of the COVID-19 pandemic is likely to affect resource mobilization, staff capacity and operational implementation. Mitigation includes introducing project portfolios that will connect COVID-19 recovery activities with longer-term development priorities and undertaking scenario planning and budgeting for adaptive modalities.

49. UNDP will use the harmonized approach to cash transfers principles and processes to transfer cash to government and non-government implementing and responsible partners for effective programme financial management and financial risk mitigation. All regional and subregional projects will undertake comprehensive risk assessments and ensure regularly updated risk logs as the basis for sound risk management.

IV. Monitoring and evaluation

50. The regional programme's programme and operations policies and procedures compliant monitoring and evaluation framework, overseen by the results-based management team, is an essential component of the Regional Bureau for Africa's adaptive management practice and requires continuously updated data and analysis for learning and decision-making.

51. The regional programme will utilize relevant regional systems and databases for identifying and monitoring indicators, baselines and targets. Where possible, these will align with the UNDP Strategic Plan, 2022-2025, indicators, Sustainable Development Goals indicators and Agenda 2063. Following the previous mid-term evaluation recommendation, the results framework indicators: (a) allow progress monitoring; and (b) facilitate evaluations of the programme.

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[35] Pett, J. (2020). "A Guide for the Uncertain. Navigating Adaptive Approaches for Development Programmes", *ODI Working Paper*.

52. The regional programme will build on traditional data collection methods, harnessing new data-driven analytics to advance its monitoring processes. Where gaps exist, the team will collaborate with other United Nations and non-United Nations entities to strengthen supplementary data generation systems for effective monitoring and evaluation practice.

53. The regional programme will continue to monitor expenditures, prioritize allocation of funding to GEN 2 and GEN 3 projects, and improve gender-disaggregated data where possible. Data will also be disaggregated to understand youth participation.

54. The costed evaluation plan (annex B) outlines the regional programme and project evaluations. The plan includes a mid-term evaluation to: (a) determine whether implementation is on track and in compliance with agreed targets; and (b) measure relevance, effectiveness, efficiency, sustainability and overall success.

55. The Regional Bureau for Africa will allocate resources for monitoring and evaluation; the cost of communication initiatives; and innovative pilot projects that respond to emerging regional needs.

Annex. Results and resources framework

Related Sustainable Development Goals (SDG): SDG 16 – Peace, justice, and strong institutions; SDG 5 – Gender equality and women's empowerment.				
Outcome 1: African citizens (especially women and youth), in a context of reinvigorated social contracts, have a stronger voice and influence in African Union and regional economic communities and regional mechanisms policymaking and implementation processes.				
Related Strategic Plan outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.				
Outcome indicators, baselines, and targets	**Data source, frequency of data collection and responsibilities**	**Indicative outputs (including indicators, baselines, and targets)**	**Major partners or partnership frameworks**	**Indicative resources** *(United States dollars)*
Indicator: Improved public perceptions on participation rights and inclusion across Africa **Baseline:** 56.8 (score on IIAG 2019) **Target:** Increase **Indicator:** Proportions of positions in national and local institutions, including (a) the legislatures and (b) the public service, compared to national distributions, by sex, age (IRRF[36] outcome indicator 1.3 / SDG 16.7.1) **Baseline:** Women: 0.44 (2021 ratio upper	**Data source:** Ibrahim Index of African Governance **Frequency of data collection:** Biennial **Responsibilities:** Regional programme **Data source:** Global SDG Indicators Database (16.7.1) https://unstats.un.org/sdgs/indicators/database Gender Parity in Civil Service (Gen-PaCS) University of Pittsburgh https://www.girl.pitt.edu/research/gen-pacs-data **Frequency of data collection:** Annual **Responsibilities:** Regional Programme	**Output 1.1. The African Union, regional economic communities and regional mechanisms have the capacity to include the needs and perspectives of women and youth in regional institutions' programmes and decision and policymaking processes** Indicator 1.1.1. *Number of regional initiatives, policies, and strategies to protect and promote civil society to function in the public sphere and contribute to sustainable development; inclusive spaces, mechanisms, and capacities for public dialogue (IRRF 2.4.5)* Baseline: TBD Target: TBD Data source and frequency: Regional programme mapping; perception survey; annual Indicator 1.1.2. *Number of countries with measures to advance women's leadership and equal participation in decision-making in:* *(a) public institutions, and (b) elected positions, including parliaments (IRRF 6.2.1)* Baseline: 17 have no affirmative action provision for women in decision-making in place Target: TBD Data source and frequency: IDEA Africa	African Union Commission (AUC) policy organs and specialized institutions regional economic communities and regional mechanisms United Nations Department of Political and Peacekeeping Affairs (DPPA), United Nations Office to the African Union (UNOAU), United Nations Office for West Africa and the Sahel (UNOWAS); United Nations Regional Office for Central Africa (UNOCA) United Nations Special Envoy for the Great Lakes Region and Special Envoy for the Horn of Africa Civil society organizations	Regular: 20,000,000 Other: 20,000,000

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[36] IRRF: Integrated results and resources framework.

and lower house aggregate); Youth; 24.65% (2021 proportion upper and lower house aggregate) **Target:** percentage increase TBD		Barometer 2021/project mapping – biennial Indicator 1.1.3. *Number of engagements by regional institutions to support member states' electoral management bodies and stakeholders with effective technical capacities to organize transparent, free, fair, peaceful, credible, and inclusive electoral processes* Baseline: TBD Target: TBD Data source and frequency: Project monitoring of African Charter on Democracy, Elections and Governance **Output 1.2. Selected change agents and platforms have the capacity to promote citizen engagement and representation in social contract reinvigoration and local, national, and regional policymaking processes** Indicator 1.2.1. *Number of partnerships with women and youth-led civil society organizations and other bodies and networks to advance women and youth leadership and participation and gender equality (IRRF 6.2.2)* Baseline: Women regional CSOs: 3; Youth: 2 Target: Women regional CSOs: 8; Youth: 5 Data Source: Project reports; annual Indicator 1.2.2. *Number of partnerships with the African Peer Review Mechanism (APRM) to strengthen its capacities to deliver on its mandate including carrying out structural vulnerability and resilience assessments* Baseline: 0 Target: 5 Data source and frequency: Project reports; annual **Output 1.3. Capacities of regional and national institutions enhanced to use digital technology for more accountable, inclusive, and effective policymaking processes** Indicator 1.3.1. *Improved score evidencing the number of public and private institutions that*	(CSOs); Research Institutes	

		leverage digital technologies in ways that improves people's lives at the regional level, national level, and subnational level (IRRF E.1.2)		
		Baseline: 0.39 (2020 score on United Nations e-Government Index); gender gap mobile ownership: 15%		
		Target: TBD		
		Data source and frequency: United Nations e-Government Index; **Error! Hyperlink reference not valid.**; annual		
		Output 1.4. **Domestic resource mobilization and citizen's engagement in SDG financing is strengthened**		
		Indicator 1.4.1. *Number of policies and regulatory and institutional frameworks developed and adopted by public and private actors to align public and private finance with the SDGs (IRRF E.3.2)*		
		Baseline: Policies: TBD; regulatory frameworks: TBD; institutional frameworks: TBD		
		Target: Policies: TBD; regulatory frameworks: TBD; Institutional frameworks: TBD		
		Data source and frequency: TBD		
		Indicator 1.4.2. *Number of countries with measures to prevent illicit financial flows and improve the effectiveness, transparency and accountability of development financing and domestic resource mobilization (IRRF 2.1.2)*		
		Baseline: TBD		
		Target: TBD		
		Data source and frequency: TBD		
		Output 1.5. Equitable, resilient, and sustainable regional and national systems for health and pandemic preparedness strengthened to address communicable and non-communicable diseases, including COVID-19, HIV, tuberculosis, malaria, and mental health (Strategic Plan output 1.4. regional and national added)		

| | | Indicator 1.5.1. *Existence of operational end-to-end multi-sectoral early warning systems to respond to COVID Epidemic at regional and national level*
Baseline: TBD
Target: TBD
Data source and frequency: UNDP COVID-19 dashboard; annual | | |

Related SDGs: SDG 1 – No poverty; SDG 9 – Decent work and economic growth; SGG 5 – Gender equality; SDG 10 – Reduced inequalities.

Outcome 2: African citizens (especially women, and youth) benefit from a regionally integrated, structurally transformed, and inclusive economy.

Related Strategic Plan outcome 1: Structural transformation accelerated, particularly green, inclusive, and digital transitions.

Indicator: Proportion of population covered by at least one social protection benefit, disaggregated by sex and age (IRRF outcome Indicator 2.2, SDG 1.3.1) **Baseline:** 13.7% (ILO 2021) **Target:** 16% (20% increase)	**Data source:** Global SDG Indicators Database (1.3.1) https://unstats.un.org/sdgs/indicators/database **Frequency of data collection:** Annual **Responsibilities:** Regional programme	**Output 2.1. African institutions, civil society organizations and the private sector have the capacity to harness natural resource industries for the creation of higher income and sustainable employment** Indicator 2.1.1. *Number of countries with policies, strategies and technical skills to add value to natural resources and embark on diversification* Baseline (number of countries): 14 Target (number of countries): 24 Data source and frequency: mining, trade and industry ministries, economic planning commissions, project reports; annual	AUC policy organs, specialized institutions, regional economic communities and regional mechanisms, AfCFTA Secretariat, African Federation of Chambers of Commerce United Nations, research institutes Alliance for a Green Revolution, African, Caribbean and Pacific Group of States	Regular: 10,000,000 Other: 50,000,000
Indicator: Proportion of small-scale enterprises benefitting from the African Continental Free Trade Agreement (AfCFTA), disaggregated by sex and age of ownership **Baseline:** Women: 0%; Youth: 0% **Target:** Women: 20%; Youth: 20%	**Data source:** AfCFTA Secretariat, trade ministries, enterprise associations, chambers of commerce **Frequency of data collection:** Annual **Responsibilities:** Regional programme	Indicator 2.1.2. *Number of green businesses supported and financed.* Baseline (number of green businesses supported and financed): 0 Target (number of businesses supported and financed): 20 Data source and frequency: Project reports; annual **Output 2.2. Regional capacity strengthened to integrate the 2030 Agenda for Sustainable**		

Indicator: Number of African countries reporting progress towards SDG 8.2 (higher levels of productivity through economic diversification **Baseline (2019):** -0.7% (Annual growth rate of real GDP per employed person (%)) **Target:** % increase	**Data source:** Global SDG Indicators Database (8.2) https://unstats.un.org/sdgs/indicators/database **Frequency of data collection:** Annual **Responsibilities:** Regional programme	**Development and the 2063 African Union Agenda in national and local development plans, budgets, financing strategies and statistics; to accelerate progress using data-driven solutions** Indicator: 2.2.1. *Number of countries that have development plans, budgets and statistics that integrate Agenda 2063 and the 2030 Agenda across the whole-of-government (IRRF 2.7.1)* Baseline: TBD Target: TBD Data sources and frequency: Project reports; annual Indicator 2.2.2. *Amount (in United States dollars) of public and private finance leveraged for the SDGs (corresponding to IRFF indicator E.3.1)* – disaggregated regional/country-level/ public/private Baseline: TBD. Target: TBD Data sources: Project reports; annual **Output 2.3. National Governments, subnational governments and private sector organisations have the knowledge and tools to promote and support youth and women relevant productive value chains based on a sectoral and ecosystem approaches** Indicator 2.3.1. *Number of national and subnational Governments with sectoral policies focused on supporting private sector organizations to promote youth and women-led productive and digital value chains, including through digital finance and e-commerce* Baseline national level: 3 Target national level: 7 Data source and frequency: Project reports; annual **Output 2.4. Policies and practices developed and business models facilitated for inclusive**	

		private sector development across diverse country settings, including in Africa's borderlands Indicator 2.4.1. *Number of countries, public agencies and private sector organizations that have developed and adopted policies and practices to promote an inclusive private sector* Baseline: 3 Target: 7 Data source and frequency: Ease of Doing Business Score https://www.doingbusiness.org/en/data/doing-business-score; annual **Output 2.5. Informal sector enterprises enabled to engage on a path of sustainable and resilient growth** Indicator 2.5.1. *Number of informal enterprises receiving support from public and private services (government policies and assistance, business development services/capacity building, financial services)* Baseline: 0 Target: 400,000 (gender disaggregated) Data source and frequency: Project reports; annual Indicator 2.5.2. *Number of countries supported to adopt policies promoting the formalisation of informal enterprises* Baseline: 0 Target: 4 Data source and frequency: Project reports; annual **Output 2.6. Capacities of public and non-state institutions strengthened to advance social protection systems and services, inclusive of workers in the informal economy** Indicator 2.6.1. *Number of countries with policies, strategies and capacities in place to increase access to inclusive social protection*		

		systems, including of workers in the informal economy. Baseline: 15 Target: 20 Data source and frequency: Project data; annual **Output 2.7. National and regional institutions have the capacity to implement and deliver on the benefits of AfCFTA, especially regarding the free movement of and economic opportunities for women and youth, including cross-border trade** Indicator 2.7.1. *Number of Governments and regional economic communities (RECs) supported to adopt policies and plans to fast-track AfCFTA implementation to the benefit of women and youth* Baseline: (a) Government= 0; (b) RECs= 0 Target: (a) Government= 10; (b) RECs=4 Data source and frequency: Project reports; annual		

Related SDGs: SDG 5 – Gender equality; SDG 7 – Affordable and green energy; SDG 13 – Climate action; SDG 15 – Life on land.

Outcome 3: African citizens (especially women, and youth), supported by the African Union and regional economic communities and regional mechanisms, build a resilient Africa.

Related Strategic Plan outcomes 1 and 3: Structural transformation accelerated, particularly green, inclusive, and digital transitions. Resilience built to respond to systemic uncertainty and risk.

Indicator: Percentage of African countries classified as least resilient (e.g., last quartile) on the Global Resilience Index **Baseline:** 41% (2020) **Target:** 37% **Indicator:** Number of countries that adopt and implement national disaster risk reduction	**Data source:** https://www.fmglobal.com **Frequency of data collection:** Biennial **Responsibilities:** Regional programme **Data source:** SDG indicator 1.5.3 Data source: Global SDG Indicators Database https://unstats.un.org/sdgs/indicators/database	**Output 3.1. Regional institutions capacities enhanced to advance effective climate adaptation, disaster risk reduction, early warning and resilience-building policies, strategies, and programmes** Indicator 3.1.1: *Number of risk-informed development strategies and plans in place at the regional and national level (IRRF 3.1.1)* Baseline: TBD Target: TBD Data source and frequency: https://sendaimonitor.undrr.org/ annual **Output 3.2. Relevant stakeholders across Africa**	African Union policy organs, specialized institutions, regional economic communities and regional mechanisms, UNDRR, Africa Ministers Council on	Regular: 10,000,000 Other: 50,000,000

strategies in line with the Sendai Framework (SDG 1.5.3, outcome indicator 3.1) **Baseline:** 40% (22 countries) **Target:** 60%	Sendai Framework Monitor – United Nations Office for Disaster Risk Reduction (UNDRR) **Frequency of data collection:** Annual **Responsibilities:** Regional Programme	**have the capacity to implement sustainable and green energy innovations** Indicator 3.2.1. *Increase (in megawatt) in installed renewable energy capacity per technology (solar, wind, biomass, hydro and geothermal and battery storage) (IRRF 5.2.1)* Baseline: Installed renewable energy capacity 49.5GWp (2018) Target:1.7 GWp additional capacity (battery storage to be captured in MWh) Data source and frequency: World Bank data https://trackingsdg7.esmap.org/ project reports; annual	Water, Global Water Partnership	
Indicator: Number of people who gained access to clean, affordable, and sustainable energy **Baseline:** 0 **Target:** 40 million	**Data source:** World Bank data https://trackingsdg7.esmap.org/ project reports **Frequency of data collection:** Annual **Responsibilities:** Regional programme	**Output 3.3. Member states have the capacity to prepare, communicate and maintain successive nationally determined contributions (NDC) in the context of the Paris Agreement (Paris Agreement, Article 4, paragraph 2)** Indicator 3.3.1. *Number of countries that have policy measures in place to enable the enhancement and/or implementation of NDCs under the Paris Agreement (IRRF Indicator 1.1.2) and national adaptation plans (NAP)* Baseline: NDCs implementation: 23; NAPs: 6 Target: NDCs: 54 NAPs: 28 Data source and frequency: UNDP Climate Promise Database/Tracker; biannual Indicator 3.3.2. *Number of countries that have integrated gender considerations and priorities into their NDCs.* Baseline: 46.8% Target: 100% Data source and frequency: UNDP Climate Promise Database/Tracker; biannual **Output 3.4. Regional actors have improved capacity and relevant tools to access and manage natural resource assets, including water, forests, and land** Indicator 3.4.1. *Number of regional entities with improved capacity to manage natural resources as measured by institutional capacity assessment as compared to the baseline*		

		Baseline: 0 Target: 5 Data source and frequency: Institutional capacity assessment; annual		

Related SDG: SDG 16 – Peace, justice, and strong institutions.

Outcome 4: African citizens (especially women, and youth), supported by the African Union and regional economic communities and regional mechanisms, achieve measurable progress towards sustainable peace.

Related Strategic Plan outcome 3: Resilience built to respond to systemic uncertainty and risk.

Indicator: Number of countries that achieve improved peacefulness **Baseline:** 2.26 (Regional Global Peace Index average 2021) **Target:** Increase	**Data source:** Global Peace Index **Frequency of data collection:** Annual **Responsibilities:** Regional programme	**Output 4.1. Regional and national institutions have the capacity to anticipate, prevent and manage conflict, violent extremism, and political transitions** Indicator 4.1.1. *Number of cross-border, regional, policies, strategies, and action plans for conflict prevention and peacebuilding (prevent violent extremism (PVE), stabilization, peaceful transitions) (IRRF 3.2.1)* Baseline: PVE: 12 strategies and 9 NAPs; Stabilisation: 1 (Lake Chad Basin Commission (LCBC) Stabilization Facility); Peaceful transitions: 0 Target: PVE: 20; Stabilization: 4; Peaceful transitions: 2 Data source and frequency: Project reports; annual	AUC policy organs, specialized institutions; regional economic communities and regional mechanisms United Nations system, CSOs, research institutes, international financial institutions	Regular: 30,000,000 Other: 100,000,000
Indicator: Percentage of African Union member states that have implemented women, peace and security national action plans (Security Council resolution 1325) **Baseline:** 47% (2020) **Target:** Increase	**Data source:** SDG 16.1.1 United Nations women analysis/Report of the Secretary-General on women peace and security **Frequency of data collection:** Annual **Responsibilities:** Regional programme	Indicator 4.1.2. *Number of peacebuilding initiatives conducted by regional stakeholders to engage and advocate for the implementation of Security Council resolution 1325/African Union Continental Result Framework on women, peace and security with a focus to member states with no NAPs* Baseline: 0 Target: 4 Data source and frequency: Project reports; annual		
Indicator: Regional score of progress towards SDG 16 **Baseline:** 78% 'red' (2020) **Target:** % decrease in those off-target	**Data source:** SDG Centre for Africa index and dashboards **Frequency of data collection:** Biennial **Responsibilities:** Regional programme	Indicator 4.1.3. *Number of peacebuilding initiatives conducted by regional stakeholders to engage and advocate for the implementation of Security Council resolution 2250/African Union Continental Result Framework on youth, peace and security*		

| | | Baseline: 0
Target: 4
Data source and frequency**:** Youth-led peacebuilding in Africa's report, 16x16 young leaders' reports

Indicator 4.1.4. *Number of regional institutions with enhanced mandates and capacities to strengthen to address climate insecurity*
Baseline: 0
Target: 4
Data source and frequency: Project reports; annual.

Indicator 4.1.5. *Number of national and regional institutions strengthened to conduct weapons and ammunitions assessments and small arms control initiatives to reduce youth focused armed violence/ conflicts across borders*
Baseline: 1
Target: 4
Data source and frequency: Project reports, United Nations Disarmament Yearbook; annual

Output 4.2. African stakeholders and institutions have the capacity to support effective, accountable, and inclusive regional, national and subnational peace infrastructures
Indicator 4.2.1. *Number of regional organizations with capacities for mediation, dialogue and consensus building, social cohesion, conflict prevention and peacebuilding, and community resilience (IRRF 3.2.2)*
Baseline: 3
Target: 6
Data source and frequency: Project reports; annual

Output 4.3. Capacities of relevant regional, national, and local stakeholders and institutions enhanced to promote socioeconomic development in Africa's borderlands

Indicator 4.3.1. *Number of peace initiatives led by women and youth in borderland areas*
Baseline: 0
Target: 4 | | |

| | | Data source and frequency: Africa Borderland Centre reports; annual

Indicator 4.3.2. *Number of gender-responsive conflict sensitive development policies, borderlands and cross-border initiatives, plans, or institutions in place to promote socioeconomic development in Africa's borderlands, address conflict drivers, strengthen social cohesion and prevent risk of conflict, including climate security (IRRF 3.1.3)*
Baseline: 0
Target: 20
Data source and frequency: Africa Borderlands Centre reports; annual

Output 4.4. African stakeholders and institutions have the capacity to promote and protect human rights; develop more effective justice systems, improve legal frameworks, and increase people's access to justice, prevent/reduce sexual and gender-based violence.
Indicator 4.4.1. *Number of countries reporting improved access to and effectiveness of rule of law for citizens*
Baseline: 26
Target: 30
Data source and frequency: SDG Centre for Africa index and dashboards, SDG 16.3 monitoring; biennial

Output 4.5. Emergent risks and opportunities are tackled effectively at a regional level
Indicator 4.5.1: *Number of new Regional Bureau for Africa flagship initiatives that respond to emerging risks and opportunities on the African continent*
Baseline: 0
Target: 4
Data source and frequency: Regional programme report; annual | | |

	Monitoring, evaluation, communication, implementation	**10,000,000**
	TOTAL	**300,000,000**